



Action Plan 2004

LOUISIANA ECONOMIC DEVELOPMENT COUNCIL



Action Plan 2004

SUBMITTED BY:
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Louisiana Economic Development Council

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Action Plan 2004

Introduction

Action Plan 2004 is the fifth annual report of the Louisiana Economic Development Council to the Governor and the Legislature. It is focused on implementing recommendations to move the state toward *Vision 2020*'s goals. *Louisiana: Vision 2020, Master Plan for Economic Development* was updated last year, as required by statute. The *2003 Update* is available at <http://vision2020.louisiana.gov>.

Louisiana: Vision 2020 is a challenge to create a new and better Louisiana and a guide to economic renewal and diversification. The Louisiana Economic Development Council developed the goals, objectives, and benchmarks articulated in *Louisiana: Vision 2020* and the *2003 Update* to position the State to have a vibrant, balanced economy; a fully-engaged, well-educated workforce; and a quality of life that places it among the top ten states in the nation in which to live, work, visit, and do business.

This fifth annual action plan presents the Council's recommendations for action for the coming year, including the strategies for accomplishing them. To ensure ongoing accountability, this action plan also includes information on the progress made toward each of the recommendations made in last year's action plan.

The 100+ benchmarks the Council uses to measure progress toward our *Vision 2020* goals are available on the Web at <http://vision2020.louisiana.gov>. Results show progress on 55 percent of the benchmarks. On 15 percent, results have remained the same, while the state is doing worse now than when we began measuring on 18 percent of the benchmarks. Twelve percent are new benchmarks for which there is no comparative data.

The Louisiana Economic Development Council facilitates and monitors a process – a process that is focused on a long-term vision as well as short-term operational objectives and action steps to put Louisiana on track to be a top-10 state in which to live, work, visit, and do business.

The Challenge

To become “a top ten state,” Louisiana must improve its economy's capacity to generate wealth and create good jobs. Wealth is generated and a region's standard of living improves when the region's firms sell outside their region, thereby bringing wealth back into the region, and are competitive globally. To be competitive globally, firms must constantly innovate and move quickly to market. They must be able to compete successfully in higher value added markets. Government can affect the climate in which they do business.

Louisiana's challenge is to implement strategies that will facilitate the development of a higher value-added economy, thereby increasing jobs, incomes, and wealth for Louisiana residents. Many new efforts are underway in areas such as education, job training, investments in key inputs needed to grow our economy, infrastructure, health care, and economic development -- efforts that take time to show results. However, Louisiana is starting to show progress, as evidenced by some new rankings and improvements in per capita income.

Louisiana's Progress

Louisiana: Vision 2020, published in 1999, was the beginning of a statewide, focused effort to move Louisiana to a Top 10 state in which to live, work, visit, and do business. As a result of *Vision 2020*, in 2001 Louisiana Economic Development (LED) was reorganized to focus on growth of existing and new companies, retention of existing companies, and targeted recruiting. In the two years since that reorganization, the state has made substantial investments in infrastructure to build capacity in its targeted clusters and taken steps to improve the state's business climate.

In addition to investments in infrastructure, the state has been investing heavily in education and training, including upgrading skill levels by revitalizing the state's community and technical colleges, creating and maintaining the nation's largest Incumbent Worker Training Program (IWTP) and other workforce programs, and creating new programs to help prepare people to move off welfare.

Improving Rankings

Although some rankings still show Louisiana near the bottom, recent rankings show great improvement. Examples include *Site Selection* magazine's State Business Climate Rankings for the top 25 states (November 2003 edition), which ranked Louisiana 17th, up from 25th in 2002, and *Education Week's* Quality Counts 2004, which ranked Louisiana first in the nation in the Standards and Accountability category. These rankings indicate good progress; however, much remains to be done.

A Key Economic Indicator: Per Capita Income

Per capita income is a general measure of prosperity. Per capita personal income in Louisiana increased by 4.1 percent from 2001 to 2002, according to the Bureau of Economic Analysis. During the same time, per capita income for the nation as a whole increased only 1.7 percent. Louisiana ranks third among the 50 states in the rate of increase in per capita income from 2001-02.

Per capita income as percent of the U.S. per capita income provides a better gauge of how Louisiana compares to the rest of the country -- and Louisiana is improving. Since 2000, per capita income as a percentage of the U.S. average has been slowly increasing. However, as shown in Table 1, Louisiana's per capita income remains well below the national average -- ranked 41st among the states (up from 44th in 2001).

Table 1
Per Capita Personal Income

	1989	1990	1995	1999	2000	2001	2002
Louisiana Per Capita Personal Income	\$13,997	\$15,215	\$19,314	\$22,205	\$23,185	\$24,454	\$25,446
Louisiana Per Capita Personal Income (as a percent of the U.S.)	75%	78%	83%	80%	78%	80%	82%

Source: U. S. Department of Commerce, Bureau of Economic Analysis

Issues: Average Wages & Poverty

Per capita income well below the national average can be attributed largely to lower average wages and a higher than average percentage of our citizens contributing little to our economy (those in poverty). Average wages in Louisiana are low relative to the rest of the country. In 2001, Louisiana's average private sector wage -- \$28,004 -- was about 20 percent below the national average of \$35,300. In addition, our poverty rate remains one of the highest in the country at 17.5 percent (2002, according to the U.S. Census Bureau, Current Population Survey).

Technology-Based Employment

Technology jobs provide a vehicle for increasing wages and per capita incomes – to increase wealth in the state. Nationwide, wages for technology jobs are substantially higher than overall average wages. In 2000, information technology (IT) average wages (\$71,600) were 103 percent higher than the overall average wage (\$35,300). While these statistics are for the IT sector, the oil and gas, biotechnology, and petrochemical industries are very technology-intensive industries that also pay higher than average wages.

Statistics related to technology-based employment are available for the information technology (IT) sector, as defined by the American Electronics Association in its *Cyberstates 2002* publication. Louisiana ranked 45th among the states in 2001 in average annual IT wages (\$42,867), which were about 40 percent less than the 2000 national average of \$71,600. Still, Louisiana's average IT wages were about 50 percent greater than Louisiana's overall average wage per job (\$28,004) – an indication of the significance of growing jobs in the IT sector. In IT employment, Louisiana ranks 34th among the states (up slightly from 36th the previous year).

Wages are related to workforce skills, and technology-based companies require trained and educated workers. Louisiana ranked 48th among the states in associate degrees granted as a percent of the 18-24 year old population (1999-00), 43rd in the percent of the population that has completed

high school (2000), 34th in total bachelor's degrees granted as a percent of the 18-24 old population (1999-00), and 45th in the percent of the civilian work force with a recent masters degree in science or engineering (1999). However, the State ranks much higher – 14th – in the percent of bachelor's degrees granted in science and engineering (1999-00).

These statistics indicate that the Council's emphasis on education is not only appropriate, but **required** if Louisiana is to improve its economy's capacity to generate wealth.

Government's Role

A state's role is to implement strategies that will build a higher value-added economy, thereby increasing incomes and wealth. These strategies revolve around creating the infrastructure firms need to increase their capacity to innovate and move quickly to market.

The infrastructure and key inputs states need to provide to meet the needs of companies have expanded. They now include access to cost-effective broadband communications throughout the state; a trained workforce, including training to meet the needs of technology-intensive industries; increased research and development by academia and the private sector; easy access to know-how, knowledge, and technologies developed in our universities; venture and seed capital; and entrepreneurial training.

The Louisiana Economic Development Council, through *Vision 2020* and the annual action plans focusing on implementation, is working to improve the state's capacity in many areas. Louisiana Economic Development serves as the lead agency for many of the states efforts, but it cannot and should not be considered the only agency responsible for economic development. Moving Louisiana ahead requires efforts of all Louisianians, all state agencies, and all postsecondary education institutions.

Action Plan 2003 Outcomes

In last year's action plan, *Action Plan 2003*, the Council made 35 recommendations. Significant accomplishments have been made related to the Council's recommendations, including business incentives and measures to streamline incentives, cluster funding to build capacity, support for small businesses, education, and funding for coastal protection and rejuvenation.

- ***Business Incentive Initiatives***

Several business incentives and initiatives to streamline processes related to incentives have been implemented or are underway to facilitate retention and recruiting of companies and improve to the ability of the state to quickly respond to job creation opportunities. New initiatives and tools include:

- **Louisiana Opportunity Fund**, which is used to develop public infrastructure needed by businesses and is used to attract businesses to Louisiana from other states and encourage expansions of companies already in the state. This fund received an additional \$4.7 million in funding during the 2003 Regular Session.
- **Louisiana Major Projects Authority**, which was created to enable Louisiana to better compete for "mega projects." The Major Projects Authority, which is modeled after similar authorities in other states, streamlines procedures required in the past and puts provisions in place that allow the state to move quickly to assess sites and finance their preparation, make offers on mega projects, and make other investments that may be necessary. This Authority gives Louisiana Economic Development a new tool that will allow it to move quickly and compete with other states vying for these large projects.
- **Projects to modernize and streamline procedures related to incentives** are currently underway for LED. A contractor is in the process of consolidating LED's incentives databases into a single database. This should allow more efficient handling of requests for information, better service for LED's customer companies (those receiving tax incentives), minimize the time LED employees and companies submitting applications spend on repetitive tasks, and cut application processing time. A second project, also underway, is examining the processes LED employees go through when handling requests related to incentives to determine better ways to process applications and requests.

- ***Initiatives to Build Cluster Capacity***

Several biosciences and information technology infrastructure, R&D, and university technology transfer initiatives intended to increase innovation and technology commercialization are now underway or have recently been completed. These initiatives are outlined below.

- **Statewide Wet Lab Incubator Infrastructure.** In the 2003 legislative session, the Legislature passed an additional investment of \$292,750 for operating costs and \$18 million capital outlay to complete construction of three 60,000-square-foot wet labs

in Shreveport, Baton Rouge, and New Orleans. These wet labs are expected to be completed in 2005. Funding of the wet labs remains a priority for the Economic Development Council, and is included as a recommendation in *Action Plan 2004*, as the Council believes the state must continue to invest in the infrastructure needed to grow and attract high wage, high growth companies.

- The **Higher Education Biosciences Initiative** is designed to provide funds to universities to enhance research capacity in emerging fields tied to the state's economic development efforts. The Legislature appropriated \$4.25 million for biotechnology projects at life science research campuses. This amount included \$1.25 million for neurobiotechnology research. This 2003-04 appropriation is the second year of funding for this initiative.
- **Louisiana Cancer Research Consortium** is a joint venture of the LSU Health Sciences Centers in New Orleans and Shreveport and the Tulane Health Sciences Center. The legislature created and provided ongoing funding (from an increase in the cigarette tax) for the LCRC, which will fund cancer research and treatment, as well as prevention and cessation programs. Last year's initiative to create the Louisiana Cancer Research Consortium received an additional \$18.1 million in funding this year, and \$8.25 million will be carried over from last year's appropriation, which will continue to fund collaborative cancer research between LSU-HSC in New Orleans and Tulane University. LSUHSC-Shreveport will receive approximately \$7 million for their cancer research efforts this year.
- **Louisiana Gene Therapy Consortium** is a collaborative effort between Tulane University and LSU Health Sciences Center Shreveport and New Orleans. These institutions conduct research through the Louisiana Gene Therapy Consortium (LGRC), a cooperative endeavor between institutions of higher education in the state to 1) increase gene therapy research, 2) increase jobs and training in bio-technology, and 3) educate the public in genetics and gene therapy. In 2003-04, \$3.11 million was appropriated for the LGRC.
- **Pennington Biomedical Research Center** received an investment of \$1 million in support of new bio-imaging center at the Pennington Biomedical Research Center and for expanding activities in specific research priority areas.
- The **Information Technology Initiative**, which received \$21.5 million total funding in 2003-04. This initiative is driving information technology research and infrastructure at the state's higher education research campuses.
- **Broadband Assessment Survey Project** is a project to locate and map Louisiana's broadband Internet availability via cable and DSL connections. This is the first phase of a larger and ongoing effort to understand and map broadband capability throughout the state; identify demand for broadband; and build demand by educating companies and the public. This project has been accomplished with financial and support as well as data from several telecommunications companies.
- **University Technology Transfer** issues were addressed in a study entitled *Strengthening Technology Transfer Capabilities of Louisiana Universities* published in June 2003. This project, which was funded by Louisiana Economic Development

in response to a recommendation by the Louisiana Economic Development Council, benchmarked existing Louisiana tech transfer practices with national best practices. The project involved extensive conversations with technology transfer personnel and university administrators around the state and resulted in specific recommendations for steps universities should take to improve technology transfer.

- ***Small Business Support***

Providing assistance to small, entrepreneurial businesses helps strengthen these companies and improve their opportunities to thrive. Several initiatives designed to help small companies were accomplished by state agencies or passed by the legislature in the past year. These initiatives focus on increasing the availability of seed capital for early stage companies, assistance to small businesses and entrepreneurs, and loans and assistance to low-income entrepreneurs, as described below:

- **Investments in Equity Venture Funds** were made by the Louisiana Economic Development Corporation (LEDC). These investments, in Louisiana Ventures, LLC, (Louisiana based), LSU Technology Foundation (Louisiana based), Endgame, and Louisiana Squared are intended to assist entrepreneurial ventures by increasing seed and venture funds available to Louisiana companies. The two Louisiana-based funds will invest in early stage companies.
- **Small Business and Entrepreneurship Commission** combines two state bodies focused on small business needs into one, 17-member group that will focus on assessing and recommending policies and coordinating the state's outreach efforts and assistance to small businesses and entrepreneurs.
- **Microenterprise Loan Program**, which received \$641,666 to provide assistance to low-income parents of minor children to start or strengthen a small business. The program provides training, mentoring, financial counseling, and micro loans.

- ***Education & Training***

In the area of training, the Incumbent Worker Training Program was renewed, and legislation aimed at increasing the supply of healthcare workers was passed. In the area of education, steps were taken in the last year to increase funding for pre-kindergarten education, continue to support accountability to improve student achievement, increase teacher salaries, and increase the number of quality teachers. These initiatives are outlined below.

- **Incumbent Worker Training Program (IWTP)**, which invests \$50 million a year in customized and off-the-shelf training for businesses, is one of the largest in the country. The Legislature reauthorized this successful program, as recommended by the Louisiana Economic Development Council in *Action Plan 2003*. The renewal included modifications to make the program more accessible to small businesses.
- **Health Care Workforce** shortage, which was addressed by the Legislature through a \$2.7 million appropriation to address the shortage of nursing and allied health professionals in Louisiana.

- **Pre-Kindergarten Education Funding**, which was increased by the Legislature from \$35.5 million to \$47.5 million (TANF Funds) for the expansion of Louisiana's successful Pre-K programs -- to serve approximately 2,000 more children.
- **Accountability and Teacher Quality Initiatives.** Several investments designed to give students and schools the resources they need to succeed under the Accountability Program, including:
 - An increase of \$2.1-\$3.6 million (depending on carryover funding available) in funding for additional summer school remediation and LEAP tutoring;
 - An increase of \$1 million for the Distinguished Educators Program
 - An increase of \$1 million for the Learning Intensive Networking Communities for Success (LINCS) Program. LINCS is designed to help struggling schools improve by bringing teachers together in work teams to develop content knowledge and more effective teaching strategies and has helped increase LEAP scores.
 - \$5 million for the Accountability Rewards Program to reward high-performing schools.
- **K-12 Teacher Pay Raise** legislation specified that half of all new Minimum Foundation Program funding be dedicated to increases in teacher pay.
- **Postsecondary Performance and Quality Pool** provided \$5.25 million in funding for the continuing implementation of the *Master Plan for Postsecondary Education, 2001*.
- **Endowed Chairs and Professorships** provided an additional \$2 million to partially address the backlog of private donations to fund endowed chairs and professorships at Louisiana's public colleges and universities.

- ***Coastal Restoration***

Two steps were taken to increase state funds available for coastal restoration, as recommended in Action Plan 2003. Both became law after the required constitutional amendments passed. These funds are critical to demonstrate to the federal government that Louisiana is investing its own money into coastal restoration.

- **Comprehensive Coastal Restoration Program** changes allow the proceeds from mineral settlements greater than \$5 million to be deposited into a special fund for coastal restoration projects. These funds can be used to meet the state match required for federal funds. The legislation will also allow one-time surplus funds to also be used for coastal restoration, after approval by the Joint Committee on the Budget.
- **Coastal Restoration Fund** legislation allows a coastal restoration fund to be established using 20 percent of the revenues realized from the securitization of the state's tobacco settlement, if the legislature securitizes the remaining 40 percent of the state's tobacco settlement. These funds could only be used to meet the required state match to receive federal funds for coastal restoration.

Council Work For The Year 2003

The Council's master plan for economic development, *Louisiana: Vision 2020* was approved by the legislature as HCR 165 during the 1999 Regular Session of the legislature. Since that time, four annual action plans and an update of the original *Louisiana: Vision 2020*, known as *Louisiana: Vision 2020, 2003 Update*, have been published. These documents are available electronically at <http://vision2020.louisiana.gov> and through the Department of Economic Development's website, www.led.state.la.us.

This fifth annual action plan, *Action Plan 2004*, is the culmination of the work of the Council for fiscal year 2003-04. As in previous annual reports, this document sets forth the Council's recommendations for implementation during the coming year and reports on the successes and shortcomings of last year's recommendations.

The 100+ benchmarks the Council uses to measure progress toward our *Vision 2020* goals are available on the Web at <http://vision2020.louisiana.gov>. Accountability is a vital part of the *Vision 2020* process.

The Economic Development Council accomplishes much of its work through its 9 task forces. These task forces examine issues within their areas of responsibility, monitor benchmarks, and propose recommendations and strategies for implementation each year. The appropriate implementing agency develops the action plans for each strategy. The task forces presented the recommendations to the full Council for the determination of the priorities for *Action Plan 2004*. The nine task forces are:

- **Agribusiness**
- **Culture, Recreation, and Tourism**
- **Education/Workforce Development**
- **Energy & Basic Industries**
- **Environment**
- **Finance and Capital**
- **Infrastructure**
- **Science & Technology/Diversification**
- **Tax & Revenue/Programs & Incentives**

More detailed information relating to Council meetings and activities is included in Appendix C.

Council Recommendations

Action Plan 2004 contains 42 recommendations for action in the coming year. The recommendations focus on a broad range of issues of importance for economic development in Louisiana. Some are new, some are updated versions of previous recommendations, and some are a repeat of last year's recommendations. The numbering is for reference only and *does not* signify priorities.

The recommendations are divided into categories that generally describe areas the Council believes are important for economic development. Categories include:

- A. Governing Structure;
- B. Marketing;
- C. Workforce Training;
- D. K-16+ Education;
- E. Business Climate;
- F. University-Industry Interactions;
- G. Capacity Building; and
- H. Cluster Development.

In addition to the 42 recommendations contained in this Action Plan, the Council is concerned about two issues that should be thoughtfully addressed this year: the need for improved coordination among economic development groups around the state and between state agencies, and the impact of recent U.S. international trade agreements on Louisiana industries.

The Council strongly supports better communication and coordination among economic development professionals and groups at the state, regional, and local levels. Economic development professionals and intermediaries must be engaged and support each other in their efforts to assist the growth of new and existing companies, understand the dynamics of existing regional clusters, and undertake strategic recruiting.

The Council also supports better coordination among state agencies. In addition to Louisiana Economic Development, the actions of many state agencies and groups, including the Workforce Commission, Board of Regents, Louisiana Community and Technical College System, Department of Labor, Department of Education, Department of Transportation and Development, Department of Agriculture & Forestry, and the Office of Culture, Recreation & Tourism, directly impact economic development. Agencies must expand efforts to include in the planning and decision-making processes representatives from all appropriate agencies and groups that might be affected or have an impact on specific projects, communities, or issues.

Louisiana's traditional wealth producing industries, such as agriculture, resource extraction, and manufacturing, face serious global competition. It is important for Louisiana that present and future international trade negotiations take into account the impacts on those basic industries and work to preserve their viability. The Council urges the Louisiana congressional delegation to look at all the ramifications and economic impacts on our basic industries when negotiating and/or voting on international trade agreements such as NAFTA, CAFTA, and others.

A. Governing Structure:

The Governing Structure category includes two recommendations that are important “governing basics” to facilitate and coordinate economic development in Louisiana.

1. Economic Development Mission

Charge every state agency and postsecondary academic board and institution to define its role in economic development.

- Require every state agency and postsecondary board and institution that has not included economic development as a part of its mission statements to do so by January 2005.
- Require every state agency and postsecondary board and institution to submit in writing its role within economic development to the Louisiana Economic Development Council, identify the elements of economic development it will address, and identify interagency/inter-institution collaborative projects to further economic development efforts by November 2004.

2. S&T Legislative Committee

Establish a Science & Technology Committee, Subcommittee, or Task Force within the Legislature that will serve as a focal point for information related to technology issues, policy development, and the growth and retention of technology-intensive industries.

- Meet with representatives of the Governor’s Office & LED to identify key legislators with whom the new committee/subcommittee should be discussed, plan and set up appropriate meetings, identify sponsoring legislators, and move the recommendation through the legislative session.
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B. Marketing:

The Marketing category includes one recommendation that focuses on marketing Louisiana and international marketing for Louisiana's businesses.

3. Public Relations Campaign

Develop and fund a marketing and public relations campaign for Louisiana targeted to Louisiana citizens and out of state businesses.

- Develop with the assistance of marketing and public relations professionals, a marketing and public relations campaign that focuses on conveying the benefits of doing business in Louisiana and the positive changes occurring in the state.
- Coordinate this initiative with other state marketing and public relations efforts, including tourism and convention business initiatives.
- Provide adequate funding for this marketing and public relations campaign.

C. Workforce Training:

The Workforce Training category includes two broad recommendations that focus on how Louisiana delivers workforce training services and encourages ongoing training. Skills and capabilities of the workforce are key elements for companies seeking to start or remain in, expand, and relocate to Louisiana. Workforce training must remain a focus for Louisiana.

4. Training Focused on Company Needs

Make workforce training programs and funds responsive to the needs of companies.

- Gather and analyze data from companies to assess their workforce needs, with a special emphasis on the state's targeted clusters.
- Convene within the Workforce Commission a workgroup consisting of representatives of industry and involving secondary and postsecondary education to develop recommendations on how to meet industry needs.
- Develop a comprehensive inventory of nationally recognized, industry-specific certifications and meet with industry leaders to assess the need for these certifications in each targeted cluster.
- Emphasize and expand articulation (seamless awarding of advanced credit from one level and institution to the next) between secondary and postsecondary programs and institutions.
- Continue to collaborate with other state agencies and business and industry partners to provide intensive training for secondary and postsecondary instructors to become certified and implement certification programs.
- Establish a program to promote management and team training in a corporate atmosphere in the Community and Technical College System.
- Create a system or single point of contact to improve access to state workforce training resources.

5. Education & Training Throughout Work Lives

Increase the proportion of Louisiana citizens with access to education, training, and retraining throughout their work lives, including basic skills, soft skills, and/or technical skills upgrade.

- Provide incentives to all Louisiana citizens that will encourage continued education, training, and retraining.
- Increase access of Louisiana adults to instruction that prepares them for the GED.
- Increase access to publicly funded basic skills and technical skills upgrades.

- Develop Lifelong Learning Loans with special low interest rates, long maturities, and deferred payments.
- Increase access to affordable childcare, transportation, and counseling to support education, training, and employment.
- Implement additional industry-based certifications related to demand occupations.

D. K-16+ Education:

High quality education is required for Louisiana to develop a 21st century workforce, and on-going education is required to meet today's workforce needs. *Vision 2020* challenges Louisiana to be a "Learning Enterprise, an entity that values knowledge and treats the pursuit and utilization of that knowledge as its most important business." The seven recommendations included in this category relate to improving educational outcomes for all Louisiana students from pre-kindergarten through postsecondary education.

6. Pre-Kindergarten

Permanently fund universal pre-kindergarten education programs, beginning with at-risk children, to increase their competency levels in language, print and mathematical computation.

- Continue to seek state, federal, and interagency funds in order to provide 100% universal access to high-quality early childhood education.
- Continue to design early childhood education credentials appropriate for emerging federal highly qualified teacher policies.
- Examine possible methods for fully funding Pre-K programs.
- Continue the process of aligning of all early childhood education programs.
- Conduct a major statewide early childhood education summit to promote leadership and professional development.
- Conduct on-going critical evaluations of LA 4 to determine the educational and fiscal value of the program.

7. K-12 Accountability

Maintain and strengthen the K-12 School and District Accountability Program to create more effective schools and teaching that improve student academic achievement.

- Maintain or expand and fund programs to support School and District Accountability.
- Develop, revise, and implement training modules for District Assistance Teams.
- Continue conducting the School Analysis Model and associated scanning, analysis, and reporting services.
- Refine coordination between District Assistance Teams and Distinguished Educators.
- Organize the awarding of School Improvement Funds to schools in Corrective Action.
- Organize the awarding and distribution of School Growth Target Awards.
- Link teacher pay to classroom performance and skills.

- Provide updated Accountability Manuals to all schools.
 - Develop and implement the accountability data validation process.
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8. Technology in Education Master Plan

Develop a comprehensive, integrated master plan for using technology to both improve the overall efficiency of school systems and to increase student achievement.

- Convene a public/private working task force to design and oversee a comprehensive study that has two broad, distinct goals:
 1. Research the use of technology as a tool to improve efficiency in school systems, such as which technologies have the greatest impact on school efficiency, how many people are using those technologies, how many school districts are pursuing paperless solutions and electronic communication with parents and administrators, etc. Recommendations should outline benchmarks for tracking and improving efficiency and strategies for implementing new solutions.
 2. Research strategies and best practices regarding which technologies and practices have the greatest impact on student achievement, analyze the current usage of those technologies in Louisiana, and recommend technologies to adopt or expand access to. Goals and recommendations for technology penetration in schools should follow a deeper understanding of the impact of those technologies on student achievement.
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9. Technology in the Schools - Funding

Create a dedicated funding base to support the installation and upgrading of information technology infrastructure and resources for Louisiana's pre-kindergarten-20 schools.

- Create an educational technology task force to research options and make recommendations that would provide a stable funding base for technology improvements in Louisiana schools.
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10. Pre-Kindergarten-12 Funding

Provide Pre-K-12 education funding that is commensurate with the academic goals and life skills training needed for a quality education system.

- Continue to maintain or expand funding for School and District Accountability, Distinguished Educators, teacher quality, enhanced student assessment, remediation, Learning Intensive Networking, Louisiana Educational Accountability Data System (LEADS), Teacher Assistance and Assessment, K-3 Reading and Math, School Leadership Development, and Classroom-Based Technology.
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11. Postsecondary Funding

Increase postsecondary education funding and engage in other appropriate actions to ensure excellence in the classrooms and research leadership.

- Implement of the Five-year Funding Plan to reach 2004 target for pupil spending for higher education.
- Implement the Five-year Funding Plan, working toward being in the top quartile in teacher salary within SREB states.
- Complete the comprehensive assessment of postsecondary education facility needs, develop a plan to address those needs, and identify options for financing implementation.

E. Business Climate:

A good business climate is an environment that encourages companies to start, expand, remain, or relocate within a state. Each year, *Site Selection* magazine publishes State Business Climate Rankings for the top 25 states. The 2003 rankings show that Louisiana is improving, moving up to 17th in 2003 from 25th in 2002. These rankings indicate good progress; however, much remains to be done.

Incentive programs and business friendly taxes are important for a good business climate. Equity and debt capital are also essential for companies and particularly critical for growth of emerging cluster companies. The Council has included five recommendations related to the state's business climate in *Action Plan 2004*.

12. Tax Incentive Programs

Maintain & streamline current and evaluate new incentive programs.

- Streamline and modernize economic development incentive programs by consolidating incentive databases, reviewing internal handling of incentive-related requests, and analyzing opportunities to streamline handling of applications and information.
- Consider new incentive programs that encourage job creation and retention and facility modernization.

13. Tax Code Changes

Update the tax code to remove disincentives to investment and modernization and ensure fairness in assessments.

- Phase out state sales tax on manufacturing machinery & equipment.
- Phase out corporate franchise tax on long-term debt.
- Provide a system that produces fair and equitable property tax assessments.
- Explore alternatives to tax incentives that encourage capital investments.
- Reduce sales tax on energy sources.

14. Streamlined Sales Tax Project

Adopt necessary statute changes to conform Louisiana's laws to the Streamlined Sales Tax requirements by 2005.

- Create a working group that includes representatives of the Governor's Office, Legislature, local governing bodies and Department of Revenue to recommend specific changes to Louisiana's statutes and draft the necessary legislation.

- Educate legislators, the public, and local leaders about the Streamlined Sales Tax Project.
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15. Angel Capital

Promote angel investing by developing angel networks, linking companies to these networks, and creating incentives for investing.

- Develop a mechanism to provide training focused on the logistics of building angel investor networks within the state.
 - Establish links between investors and companies needing investment.
 - Create an angel investor tax credit to encourage angel capital investments.
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16. Early Stage Capital

Assess existing public programs in Louisiana that provide capital for startups, and evaluate their effectiveness in supplying early stage capital.

- Review the CAPCO and Louisiana Economic Development Corporation's efforts to encourage early stage investment and the results.
- Identify best practices in other states; review policies, rules, and legislation to identify barriers; outline a program; identify and secure funding, and implement the program.

F. University/Industry Interactions:

Universities play an important role in economic development. Technology-intensive industries require highly trained employees, seek expertise that can be provided by university faculty and staff, seek access to specialized equipment not otherwise available to them, and may seek to license technology developed at universities. Studies show that many companies seek to locate in close proximity to a university.

However, proximity to a university is only an advantage if the university is user friendly – that is, if it is easily accessible to companies and their employees. The three *Action Plan 2004* recommendations included in the University/Industry Interactions category are intended to make it easier for companies and their employees to access technology, people (expertise), and equipment at Louisiana’s universities.

17. University Technology Transfer

Implement at the research universities the recommendations in the A.M. Pappas study entitled “Strengthening Technology Transfer Capabilities of Louisiana Universities” in order to improve research and technology commercialization outcomes and working relationships between universities and companies.

- Direct each university to construct an implementation plan based on the A.M. Pappas recommendations.
- Hold an annual meeting with university technology transfer personnel, where each research university or campus will be asked to make a presentation about its tech transfer office and operations (including staffing, outreach activities, budget, successes, and needs).

18. University Tech Transfer Funding

Develop a stable funding stream for technology transfer at state universities.

- Task a group, including representatives from LED and the Board of Regents and with input from the Louisiana Economic Development Council’s Science & Technology Task Force, to make a recommendation regarding a sustainable funding stream for technology transfer at state universities.
-

19. Accessing University Resources

Build on the Louisiana Commerce Exchange System (LACES) database to establish a statewide, user-friendly integrated technology resources database that promotes industry partnerships with universities.

- Enhance the ability of businesses to access information on expertise and specialized equipment available at Louisiana universities by finalizing the development of the Louisiana Experts (LAExperts) database and populating the database, including encouraging universities to provide data for the LAExperts database.
- Market the LAExperts and LACES databases to state agencies, universities, and regional and local economic development entities to promote the databases through their communications channels.

G. Capacity Building

Establishing the environment and conditions necessary for economic growth, particularly for technology-intensive companies, is critical for Louisiana's economy. The *Action Plan 2004* recommendations in this category focus on building capacity for growth and development in Louisiana.

20. Rural & Community Development

Develop a comprehensive strategy for rural and community development.

- Create a working group that includes representatives of the Governor's Office, Louisiana Economic Development, the Legislature, other appropriate state agencies (e.g., DOL, DHH, DSS, DOTD, DOE, etc.), the LSU AgCenter, and representatives of rural areas and small communities.
- Identify promising practices in rural and community development.
- Identify components that need to be addressed in Louisiana's strategic plan for rural and community development.
- Assess regional economic development strategies and how they can support rural areas.
- Develop a scope of work, determine funding needs, and identify possible sources of funds.

21. Economic Development Funding

Develop a stable funding stream for state and regional economic development practices and programs.

- Create a working group that includes representatives of the Governor's Office, Legislature, Louisiana Economic Development, Louisiana Department of Revenue, and other appropriate members to outline stable funding options state and regional economic development efforts, assess the fiscal impact of top ranked proposals, and make recommendations for a stable funding stream for state and regional economic development practices and programs.

22. Statewide Broadband Internet Backbone

Expand access to broadband Internet connectivity, particularly broadband and research grade connectivity, throughout the state.

- Create a public/private task force to guide the state's efforts to provide access to and stimulate demand for affordable, scalable, high-speed middle- and last-mile connectivity.
 - Create a research grid network linking all the state's research universities.
-

23. Entrepreneurial Support and Training

Develop a master plan for entrepreneurship support and education to build capacity throughout Louisiana.

- Analyze the state's entrepreneur and small business development and outreach programs for effectiveness, and support efforts to increase entrepreneurial activity statewide, particularly those that can be implemented at the community/regional level.
 - Increase capacity and capabilities of the Small Business Development Centers (SBDCs).
 - Investigate best practices for entrepreneurial education programs, including the use of Workforce Investment Act funds.
 - Expand business development programs that encourage the continued growth of small, minority, and women-owned businesses and businesses in rural areas.
 - Expand programs that provide the information and skills businesses need to create wealth through international business and trade.
-

24. Transportation Hub

Position Louisiana as a globally competitive transportation hub.

- Pursue implementation of the Louisiana Statewide Transportation Plan to promote economic growth, improve competitiveness of Louisiana industries, and capitalize on international trade opportunities.
 - Accelerate completion of projects included in the Transportation Infrastructure Model for Economic Development (TIMED).
 - Fund a comprehensive effort using existing university resources to develop strategies for the re-emergence of Louisiana as a maritime commerce load center (i.e., a dominant state in import/export).
 - Improve coordination among transportation agencies and authorities in Louisiana to facilitate the movement of people, goods and services on a multimodal transportation system.
-

25. Federal Funds for Infrastructure

Maximize federal funding flows to Louisiana.

- Encourage the legislature to give priority in state expenditures to matching available federal funds, such as the Comite River Diversion Canal, before funding new initiatives.
-

26. Permitting Process

Develop a continuous process for streamlining environmental and natural resources permits, including seismic, drilling, production, and pipeline activities.

- Process map current processes.
 - Evaluate current efforts to streamline process.
 - Seek common ground from agencies to streamline the process.
-

27. Energy Infrastructure Development

Develop an annual report examining barriers to the development of energy infrastructure with proposals for eliminating the barriers.

- Identify existing barriers for needed energy infrastructure.
 - Develop proposals for eliminating both state and federal barriers.
-

28. Legal Reform

Develop recommendations for legal reforms related to class action litigation and excessive, non-compensatory damages and punitive awards in environmental litigation.

- Identify the problems.
 - Propose legislation to remedy these problems for the good of the state.
-

29. Coastal Preservation

Act to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health.

- Implement *Coast 2050*, the State's strategic plan to sustain Louisiana's coastal resources and provide an integrated multiple use approach to ecosystem management.
 - Support federal efforts to fund coastal restoration.
-

30. Beautification

Develop a comprehensive plan to beautify the state.

- Encourage the Governor and Lt. Governor to lead an effort to develop a beautification plan that would incorporate existing programs such as the DEQ Litter Abatement Program, the DOTD Adopt-a-Highway and Transportation Enhancement Programs, the DCRT Main Street program, and various local programs concerning blighted housing and buildings.
-

H. Cluster Development

In order to grow and develop Louisiana's clusters, the state must invest in the research and development and the infrastructure needed by these clusters. It is also important to invest in quality of life features desired by the high quality workforce Louisiana seeks. The 13 *Action Plan 2004* recommendations in this category focus on these investments.

31. Statewide Wet Lab Incubator Infrastructure

Establish the operation of the regional wet-lab technology business incubators to support the medical/biotechnology, environmental, energy, and food technology clusters in Louisiana and link their practices and resources.

- Maintain capital funding for the wet labs.
 - Support the startup operations of the three wet-laboratory incubators in Shreveport, New Orleans, and Baton Rouge, including additional funding for basic laboratory equipment.
-

32. R&D Funding

Increase investments in research and development, targeting technologies in the state's identified clusters.

- Support efforts to increase research & development funding in cluster technologies.
 - Identify applied research interests of cluster companies; analyze industry growth projections; identify existing research strengths in universities; and develop a plan for transferring information on research interests and anticipated future growth paths from industry to the universities.
-

33. Natural Gas Supply

Ensure an adequate supply of natural gas at affordable prices.

- Facilitate construction of LNG plants by streamlining the permitting process and overcoming regulatory impediments.
-

34. Energy Technology Research

Develop an energy research strategy for the state.

- Convene a cross-functional team with representatives from industry, academia, and government to work with the Center for Energy Studies to prepare the blueprint.

- Develop a blueprint for energy research that is of interest and relevance to Louisiana industries, universities and the state, including but not limited to alternative fuels including the use of biomass, cogeneration, hydrogen-fuel, improved efficiencies, and improved oil and gas production technologies both onshore and offshore.
 - Identify and propose funding mechanisms to accomplish the priorities.
-

35. Environmental Center of Excellence

Create a globally competitive research, development and commercialization center focused on creating and commercializing new solutions for environmental issues faced by our companies and citizens.

- Study the feasibility of an Environmental Center of Excellence.
-

36. Healthcare in the 21st Century

Convene a public/private commission to evaluate methods to reduce the rising cost of healthcare through the utilization of information technology solutions.

- Organize a commission/task force to address the issues of paperless record keeping, meeting federal requirements, broadband access, telemedicine, and related issues and prepare a report by November 2004.
-

37. Forest Products Development

Provide additional state funding support to the Louisiana Forest Products Development Center (LFPDC) as a means of developing and transferring value added wood products technology to industry.

- Provide funding for operations and equipment
 - Coordinate LFPDC faculty involvement in developing regional wood products sector development initiatives, including providing support for existing companies and conducting research and development activities that could lead to new and/or improved products and processes for commercialization in Louisiana.
-

38. Bio-Based Fuels

Position Louisiana to benefit from emerging technologies associated with bio-fuels (converting biomass into liquid fuels for transportation) and bio-products (converting biomass into chemicals for making products typically made from petroleum).

- Use the newly formed Renewables Council of Louisiana (RCL) to explore new market and technology development opportunities for bio-based fuels, power, and other products.
-

39. Incentives for Value Added Agricultural Activities

Develop and assess specific business incentives to stimulate additional value-added business development in agricultural, forestry, and fisheries.

- Prepare a case for new business incentives to stimulate the growth of value-added agribusiness companies, including: 1) investment tax credits; and 2) an increased R&D tax credit.
 - Meet with the Governor's Office, Legislative leadership, Division of Administration, Rural Task Force, and other legislators to discuss the benefits of these tax credits for development of the agribusiness cluster.
-

40. Coordinate Tourism & Convention Business with Economic Development

Focus and facilitate State and local efforts to maximize the economic opportunities the tourism and convention business presents by establishing a central clearinghouse to identify and coordinate marketing efforts to attract and retain domestic and international industry.

- Establish a central information clearinghouse to provide an efficient line of communication and create opportunities for joint initiatives and program coordination in domestic and international market places by November 30, 2004.
 - Employ the Internet to link State economic development, tourism, and agribusiness websites to capitalize on the popularity of Louisiana to attract and retain industry, retirees, and employees to the State.
-

41. Atchafalaya Basin

Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors.

- Develop and implement strategic plans to restore, protect, and make the Atchafalaya Basin accessible, where appropriate to the public.
-

42. System of Bike & Pedestrian Paths

Increase the availability of bicycle and pedestrian facilities to increase the attractiveness of Louisiana to tourists and enhance quality of life for residents.

- Study the increased use of levee tops and riverfronts for bicycle and pedestrian facilities.
-

Appendix A
***Action Plan 2004* Recommendations**

Action Plan 2004 Recommendation 1:

Vest all state agencies and public postsecondary education boards and institutions with responsibility for economic development.

Vision 2020 Goals: Two -- The Culture of Innovation
One – A Learning Enterprise
Three – A Top Ten State

Vision 2020 Objectives:

2.6: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

3.1: To increase personal income and assets of all citizens

Benchmark(s):

Benchmark	Base	Update	2003	2023
This recommendation affects all of the <i>Louisiana: Vision 2020</i> benchmarks.				

Strategies:

Strategy 1: Infuse the concept that economic development is a responsibility of every state agency and postsecondary academic board and institution

Action Plan:

1. Ask the agencies that have not yet included economic development as a part of their mission statements to do so by January 2005
2. Ask the postsecondary education boards that have not included economic development as a part of their mission statements to do so by January 2005
3. Ask the postsecondary education institutions that have not included economic development as a part of their mission statements to do so by January 2005

Strategy 2: Charge every state agency and postsecondary academic board and institution with defining their role within economic development.

Action Plan:

1. Require every state agency and postsecondary board and institution to define in writing their role within economic development by November 2003.
2. Require every state agency and postsecondary board and institution to identify the elements of economic development they will address (e.g., education that meets the needs of technology-intensive industry, physical infrastructure, broadband capacity, research & development dollars, seed and venture capital, access to quality local healthcare, workforce trained to meet the needs of technology-intensive industry, licensed patents, etc.) by November 2003.
3. Require every state agency and postsecondary board and institution to identify interagency/inter-institution collaborative projects to further economic development efforts by November 2003.

Benefits:

- Emphasizes to all agencies that their actions affect economic development and economic well-being in the state
- Emphasizes to all postsecondary education institutions understand that they have a direct impact on economic development through education, training, research, technology development, and technology transfer
- Improves competitiveness of Louisiana businesses

Cost: No additional funds needed at this time

Funding Source: NA

Implementing Agency(s): All agencies, all postsecondary education boards and institutions

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
All benchmarks affected. Selected benchmarks that will be impacted include:		
2	2.8	2.8.1: State bond rating
2	2.1	2.1.7: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks

Action Plan 2004 Recommendation 2:

Support efforts within the Legislature to establish a Science & Technology Committee, Subcommittee, or Task Force that will serve as a focal point for technology information, policy development, and technology industry issues.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2003) 43,433	To be set	To be set

Strategies

Program Strategy 1: Continue working to get a Science & Technology committee/subcommittee created

Action Plan:

1. Meet with representatives of the Governor's Office & LED to identify key legislators with whom the new committee/subcommittee should be discussed
2. Plan and set up appropriate meetings
3. Follow up, as necessary.

Benefits:

- Creates a focal point in the Legislature with a programmatic purpose of advancing technology industries within Louisiana
- Centralizes planning, program implementation, funding and accountability

- Accelerates technology company recruitment and the formation of technology-based startups in Louisiana
- Assists in retaining technology-based startups in Louisiana by creating established programs that support emerging technology companies
- Provides a vehicle to aggressively advance the six targeted technology clusters
- Produces an informed, proactive legislature working in cooperation with the Administration to advance technology objectives contained in *Vision 2020*
- Ensures that elected officials are knowledgeable and well versed about the issues and challenges facing the state in the new “knowledge-based economy”
- Ensures that in advance of legislative requests and actions, due and deliberate consideration can be given to technology-related matters

Cost: TBD

Funding Source: TBD

Implementing Agencies: Office of the Governor, Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 3:

Develop and fund a marketing and public relations campaign for Louisiana targeted to Louisiana citizens and out of state businesses.

Vision 2020 Goals: Two - The Culture of Innovation
Three – Quality of Life

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 3.1: To increase personal income and assets of all citizens

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2018
3.1.1: Per capita income as a percentage of the U.S. per capital income	1996 81%	2001 80%	87%	106%

Strategies:

Program Strategy 1: Prepare a marketing and public relations campaign

Action Plan:

- 1. Obtain assistance from marketing and public relations professionals to develop a marketing and public relations campaign that focuses on conveying the benefits of doing business in Louisiana and the positive changes occurring in the state.
- 2. Coordinate this initiative with other state marketing and public relations efforts, including tourism and convention business initiatives.
- 3. Provide adequate funding for this marketing and public relations campaign.

Benefits:

- Citizens within and outside of Louisiana have a better understanding of the positive changes that have been made to make Louisiana a better place to live, work, and do business
- Citizens within and outside of Louisiana have a better understanding of the advantages of doing business in Louisiana
- Louisiana citizens focus on and talk about good things happening in Louisiana

Cost: TBD

Implementing Agency: Office of the Governor & Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.5	1.5.2: New business starts
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 4:

Make workforce training programs and funds responsive to the needs of companies.

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:

- 1.10: To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 1.9: To make workforce education and technical training programs widely available at the secondary and post-secondary levels

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
1.9.2: Residents earning industry-based certifications	(2000) 9,016	(2003) 16,140	To be set	
1.9.1: Percentage of residents who have received an Associate degree	(2000) 3.5%	(2000) 3.5%	5%	14%
1.10.1: Percentage of residents over age 18 with a high school degree or GED equivalent	(1995) 76%	(2000) 79.6%	81%	95%
1.10.3: Residents completing training annually through the: Incumbent Worker Training Program Workforce Investment Act	(1999-2000) 929	(2001-02) 10,259 2,093	To be set	

Strategies:

Program Strategy 1: Focus workforce training programs on the needs of companies

Action Plan:

- 1. Gather and analyze data from companies to assess their workforce needs, with a special emphasis on the state's targeted clusters.

2. Convene within the Workforce Commission a workgroup consisting of representatives of industry and involving secondary and postsecondary education to develop recommendations on how to meet industry needs.
3. Develop a comprehensive inventory of nationally recognized, industry-specific certifications and meet with industry leaders to assess the need for these certifications in each targeted cluster.
4. Emphasize and expand articulation (seamless awarding of advanced credit from one level and institution to the next) between secondary and postsecondary programs and institutions.
5. Continue to collaborate with other state agencies and business and industry partners to provide intensive training for secondary and postsecondary instructors to become certified and implement certification programs.
6. Create a system or single point of contact to improve access to state workforce training resources
7. Establish a program to promote management and team training in a corporate atmosphere in the Community and Technical College System.

Benefits:

- A qualified workforce capable of meeting the needs of Louisiana business & industry
- Higher paying, long-term jobs for graduates
- A strong workforce training system that encourages companies to remain and locate in Louisiana

Cost: TBD

Implementing Agencies: Louisiana Workforce Commission, Board of Regents, Louisiana Community and Technical College System, and the Louisiana Department of Education

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in targeted clusters
3	3.1	3.1.1: Per capita income
3	3.1	3.1.3: Average annual pay ranking (among the 50 states)
3	3.2	3.2.2: Unemployment rate
3	3.2	3.2.1: Poverty rate

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 5:

Increase the proportion of Louisiana citizens who have access to education, training, and retraining throughout their work lives, including basic skills, soft skills, and /or technical skills upgrade.

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:

- 1.10: To have a workforce with the education & skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 1.9: To make workforce education and technical training programs widely available at the secondary and postsecondary levels

Benchmark(s):

Benchmarks	Baseline Data	Current Data*	2003	2023
1.10.1: Percentage of residents over age 18 with a high school degree or GED equivalent	(1995) 76%	(2000) 79.6%	81%	95%
1.9.1: Percentage of residents who have received an Associate degree	(2000) 3.5%	(2000) 3.5%	5%	14%
1.10.2: Percentage of residents who have graduated from a four year college or university	(1993) 16%	(2000) 19.7%	18%	27%
1.10.3: Residents completing training through: Incumbent Worker Training Program Workforce Investment Act programs	(1999-00) 929 NA	(2001-02) 10,259 2,093	To be set	To be set
1.9.2: Residents earning industry-based certifications	(2000) 9,016	(2003) 16,140	To be set	To be set

Strategies

Program Strategy 1: Increase access of Louisiana adults to instruction that prepares them for the GED.

Action Plan:

1. Through the Skills Guide, inventory programs that provide instruction that prepares Louisiana adults for the GED.
2. Continue collaboration between the Workforce Commission, the Department of Education, the Board of Regents (LCTCS), employers and community organizations to establish multiple, accessible sites for instruction leading to the GED.

Program Strategy 2: Increase access of employed Louisiana adults to publicly funded basic skills and technical skills upgrades.

Action Plan:

1. Inventory available Incumbent Worker Training Program projects, TANF customized basic/technical skills training, Adult Education workplace literacy and workforce-related family literacy projects, and other publicly funded upgrade training.
2. Continue collaboration between the Workforce Commission, the Department of Labor, the Department of Education, the Board of Regents (LCTCS), employers, and community organizations to establish multiple, accessible sites for basic skills and technical skills upgrades.
3. Continue cross-agency support for the newly created Strategies To Empower People (STEP), a program administered by the Department of Social Services, with the expectation and requirement that all welfare recipients will participate in some sort of employment-related activity while receiving financial support.

Program Strategy 3: Increase access of employed Louisiana adults to affordable child care, transportation, and counseling to support education/training and employment.

Action Plan:

1. Inventory availability of affordable childcare, transportation and counseling to support participation of Louisiana adults in basic skills and technical skills upgrades.
2. Develop collaboration between the Workforce Commission, Department of Social Services, Department of Transportation and Development, Board of Regents (LCTCS), Department of Labor, and community organizations to showcase effective childcare, counseling, and “brokered” transportation arrangements.

Program Strategy 4: Implement additional industry-based certifications from the sample list of demand occupations.

Action Plan:

1. Inventory industry-based certification training programs from the sample list offered to Louisiana adults.

2. Continue collaboration between the Workforce Commission, the Board of Regents (LCTCS), BESE (the Department of Education), and business/industry consortia to establish additional industry-based certification training programs in the sample list.

Benefits:

- A qualified workforce capable of meeting future skill needs of Louisiana business & industry
- Higher paying, long-term jobs for adults who earn industry-based certifications and complete upgrades

Cost: TBD

Implementing Agencies: Louisiana Workforce Commission, Board of Regents, the Louisiana Community and Technical College System, the Louisiana Department of Education, and, where applicable, school systems.

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
1	1.2	1.2.5: Percentage of high school students scoring at or above “Basic” on Graduate Exit Exam
1	1.4	1.4.2: Percentage of 9 th graders remaining in school through high school graduation
1	1.8	1.8.2: Percentage of students in community colleges transferring to a 4-year college/university
1	1.8	1.8.3: Number of students in high school participating in dual enrollment at a community or technical college
1	1.8	1.8.4: Percentage of 18-24 year olds enrolling in colleges
1	1.11	1.11.1: Percentage of the civilian labor force that is employed (white, black, Hispanic, women)
1	1.11	1.11.2: Employment rate for individuals living with disabilities
3	3.1	3.1.1: Per capita income
3	3.2	3.2.2: Unemployment rate, by region
3	3.2	3.3.4: Poverty rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 6:

Permanently fund universal pre-kindergarten education programs, beginning with at-risk children, to increase their competency levels in language and mathematical computation.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:

1.1: To have every child ready to learn by kindergarten

Benchmark(s):

Benchmark	Baseline Data	Current Data*	2003	2023
1.1.1: Percentage of at risk four year olds enrolled in high quality, developmentally appropriate early education classes	(2000-01) 62%	(20012-03) 62%	76%	100%

*Most recent data available

Strategies:

Program Strategy 1: Expand the implementation of high quality pre-school program targeting high-risk four-year old children throughout the state.

Action Plan:

1. Continue to seek state, federal, and interagency funds in order to provide 100% universal access to high-quality early childhood education.
2. Continue the process of designing early childhood education credentials appropriate for emerging federal highly qualified teacher policies.
3. Through on-going discussion concerning the design of the MFP formula, examine possible methods for fully funding Pre-K programs with state funds.
4. Continue the process for alignment of all early childhood education programs including 8(g) Early Childhood, Starting Points Preschool, LA 4, Title I preschool, Even Start, and Head Start Programs.
5. Conduct a major statewide early childhood education summit to promote leadership and professional development among Louisiana educators.
6. Conduct on-going critical evaluations of LA 4 to determine the value educational and fiscal value of the program.

Benefits:

- Produces workforce capable of competing in the New Economy
- Children are better prepared for kindergarten
- Children are better able to perform at or above grade level
- Lowers dropout rate

Cost: TBD**Funding Source:** State General Fund**Implementing Agency:** Louisiana Department of Education**Impacts: Other Benchmarks Affected***

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 3rd graders reading at 3rd grade level
1	1.2	1.2.3: Percentage of 4 th graders proficient in reading and math
1	1.2	1.2.4: Percentage of 8 th graders proficient in reading and math
1	1.2	1.2.5: Percentage of high school students scoring at/above “basic” on Graduate Exit Exam
3	3.1	3.1.1: Per capita income
3	3.2	3.2.1: Poverty rate ranking
3	3.2	3.2.2: Unemployment rate (by region)
3	3.5	3.5.1: Index crime rate

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 7:

Maintain and strengthen the K-12 School and District Accountability Program to create more effective schools and teaching that improve student academic achievement.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:

- 1.2: To improve the reading & math skills of every student by high school graduation
- 1.4: To have student completion rates approaching 100 percent for Pre-K – 12 and postsecondary education

Benchmarks:

Benchmark	Baseline Data	Current Data*	2003	2023
1.2.1: Percentage of Louisiana schools that meet or exceed their biannual School Performance Growth Targets as part of the state's K-12 Accountability Program	(1999) 69%	(2001) 69%	69%	98%

*Most recent data available

Strategies:

Program Strategy 1: Continue to maintain or expand funding for School and District Accountability-specific programs.

Action Plan:

1. Develop and revise training modules for District Assistance Teams.
2. Provide training on Districts Assistance Teams modules through the Regional Service Centers, Department staff, and district personnel.
3. Continue to conduct the School Analysis Model and associated scanning, analysis, and reporting services.
4. Refine coordination between District Assistance Teams and Distinguished Educators.
5. Organize the awarding of School Improvement Funds to schools in Corrective Action.
6. Organize the awarding and distribution of School Growth Target Awards.
7. Provide updated Accountability Manuals to all schools.
8. Develop and implement the accountability data validation process.

Benefits:

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences
- Makes school system more attractive to parents, business, and industry
- Improves overall quality of education
- Attracts and retains most qualified teachers
- Provides accountability measure

Cost: TBD

Funding Source: State General Fund

Implementing Agency (Office): Louisiana Department of Education

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 3rd graders reading at 3rd grade level
1	1.2	1.2.3: Percentage of 4 th graders proficient in reading and math
1	1.2	1.2.4: Percentage of 8 th graders proficient in reading and math
1	1.2	1.2.5: Percentage of high school students scoring at/above “basic” on Graduate Exit Exam
3	3.1	3.1.1: Per capita income
3	3.2	3.2.1: Poverty rate ranking
3	3.2	3.2.2: Unemployment rate (by region)
3	3.5	3.5.1: Index crime rate

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 8:

Develop a comprehensive, integrated master plan for using technology to both improve the overall efficiency of school systems and to increase student achievement.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:

1.7: To fully integrate information technology resources in schools

Benchmark(s):

Benchmark	Baseline Data	Current Data*	2003	2023
1.7.1: Ratio of students per computer – K-12	(1997) 88	(2002-03) 5.5	5	1
1.7.2: Percentage connected by the equivalent of a T- 1 or better Schools Classrooms	(1999-2000) 72% 55%	(2001-02) 94% 84%	 100% 88%	 100% 100%
1.7.3: Percentage connected to the Internet2 network 7 Public Universities All other public colleges and universities	 43% <5%	2004 100% 25%	 100% 100%	 100% 100%

*Most recent data available

Strategies

Program Strategy 1: Conduct a comprehensive study that identifies strategies to improve the efficiency of school systems.

Action Plan:

1. Convene a public/private working task force to oversee the project;
2. Obtain staff assistance
3. Conduct research to identify specific technologies (e.g., computerized grade “books” for teachers) shown to improve the efficiency of school systems, thereby freeing money for other uses.

4. Develop a plan that includes selecting the technologies most likely to increase the efficiency of school systems and schools
5. Identify which of these technologies are in use in Louisiana (and where and how)
6. Develop strategies for implementing these technologies in Louisiana's school systems and schools.

Program Strategy 2: Conduct a comprehensive study that identifies strategies to improve student achievement.

Action Plan:

1. Convene a public/private working task force to oversee the project;
2. Obtain staff assistance
3. Conduct research to identify specific technologies shown to improve student achievement.
4. Develop a plan that includes selecting the technologies most likely to improve student achievement.
5. Identify which of these technologies are in use in Louisiana (and where and how)
6. Develop goals for technology penetration and strategies for implementing these technologies in Louisiana's school systems and schools.

Benefits:

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences

Cost: TBD

Funding Source: State General Fund

Implementing Agency: Louisiana Department of Education

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 3 rd graders reading at or above 3 rd grade level
1	1.2	1.2.4: Percentage of 4 th graders proficient in reading & math
1	1.2	1.2.6: Percentage of 8 th graders proficient in reading & math
1	1.2	1.2.8: Percentage of high school students scoring at/above "basic" on the Graduate Exit Exam
3	3.1	3.1.1: Per capita income
3	3.2	3.2.2: Unemployment rate (by region)
3	3.2	3.2.4: Poverty rate (by region)
3	3.5	3.5.1: Index crime rate

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 9:

Create a dedicated funding base to support the installation and upgrading of information technology infrastructure and resources for Louisiana's pre-kindergarten-20 schools.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:

- 1.7: To fully integrate information technology resources in schools
- 1.2: To improve the reading and math skills of every student by high school graduation

Benchmark(s):

Benchmark	Baseline Data	Current Data*	2003	2023
1.7.1: Ratio of students per computer – K-12	(1997) 88	(2002) 6	5	1
1.7.2: Percentage connected by the equivalent of a T- 1 or better Schools	(1999-2000) 72%	(2001-02) 94%	100%	100%
Classrooms	55%	84%	88%	100%

*Most recent data available

Strategies

Program Strategy 1: Develop recommendations for providing a stable funding base for technology improvements in schools.

Action Plan:

1. Convene a task force to oversee the project
2. Research options for a stable funding base
3. Make recommendations
4. Prepare legislation, if appropriate

Benefits:

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences

Cost: TBD

Funding Source: State General Fund

Implementing Agency: Louisiana Department of Education

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 3rd graders reading at or above 3 rd grade level
1	1.2	1.2.4: Percentage of 4 th graders proficient in reading & math
1	1.2	1.2.6: Percentage of 8 th graders proficient in reading & math
1	1.2	1.2.8: Percentage of high school students scoring at/above “basic” on the Graduate Exit Exam
3	3.1	3.1.1: Per capita income
3	3.2	3.2.2: Unemployment rate (by region)
3	3.2	3.2.4: Poverty rate (by region)
3	3.5	3.5.1: Index crime rate

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 10:

Provide Pre-Kindergarten-12 education funding that is commensurate with the academic goals and life skills training needed for a quality education system.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:

- 1.2: To improve the reading and math skills of every student by high school graduation
- 1.3: To have a highly qualified teacher in every classroom

Benchmarks:

Benchmark	Baseline Data	Current Data*	2003	2023
1.3.3: Average Louisiana teacher salary K-12 (national rank)	(1997) 47	(2003) 45	40	18
1.2.5: Percentage of high school students scoring at or above the “Basic” level on the Graduate Exit Exam:	2001	2003		
Math	51%	59%	55%	100%
English/language arts	56%	53%	55%	100%
Science	NA	54%	55%	100%
Social Studies	NA	58%	55%	100%

*Most recent data available

Strategies:

Budgetary Strategy 1: Continue to maintain or expand funding for School and District Accountability, Distinguished Educators, teacher quality, enhanced student assessment, remediation, Learning Intensive Networking, Louisiana Educational Accountability Data System (LEADS), Teacher Assistance and Assessment, K-3 Reading and Math, School Leadership Development, and Classroom-Based Technology.

Action Plan:

1. Continue to provide services to district assistance teams (DATs) and schools in School Improvement.
2. Collaborate more closely with Regional Education Service Center to provide required technical support and assistance for districts and schools in School Improvement.
3. Use the Distinguished Educator program to assist school staff with data analysis, resource allocation, mentoring, and implementation of instructional leadership strategies.
4. Revise and refine the LEAP 21, GEE 21, alternate assessment, and norm-referenced testing to meet continuing accountability needs and new requirements of NCLB.
5. Continue to fund and conduct LEAP Summer School, GEE 21 Remediation, and LEAP 21 Tutoring Programs.
6. Continue to refine and more effectively utilize the LEADS to provide data concerning the effectiveness of the School and District Accountability program and seamless integration of NCLB data collection procedures and reporting requirements.
7. Continue to expand and refine LINC S to build and strengthen the ability of K-12 classroom teachers to design and implement standards-based, technology rich lessons which improve student learning.
8. Coordinate K-3 Reading and Math funding with the comprehensive statewide reading plan Pre-K-12 according to scientifically-based research on effective reading instruction; provide effective intervention for low-performing student; and evaluate commonly used basal materials and programs; and provide professional development targeted toward building district capacity.

Benefits:

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expanded resources for students
- Increased opportunities for student learning experiences
- Public school systems more attractive to parents, business, and industry
- Attracts and retains most qualified teachers

Cost: TBD

Funding Source: State General Fund and local LEA funding

Implementing Agency: Louisiana Department of Education

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
1	1.2	1.2.1 - Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2 - Percentage of 3 rd graders reading at or above the 3 rd grade level
1	1.2	1.2.3 - Percentage of 4 th graders proficient in reading & math
1	1.2	1.2.4 - Percentage of 8 th graders proficient in reading & math
1	1.2	1.2.7 - Louisiana's average ACT score
3	3.1	3.1.1 - Per capita income
3	3.2	3.2.1 - Poverty rate by region
3	3.2	3.2.2 - Unemployment rate by region
3	3.5	3.5.1 - Index crime rates

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks

Action Plan 2004 Recommendation 11:

Increase postsecondary education funding and engage in other appropriate actions to ensure excellence in the classrooms and research leadership.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:

- 1.3: To have a highly qualified teacher in every classroom
- 1.8: To have a competitive, efficient, well-integrated system of postsecondary education
- 2.2: To significantly increase public & private research and development activity

Benchmarks:

Benchmark	Baseline Data	Current Data*	2003	2023
1.3.3: Average Louisiana teacher salary Postsecondary	(1997) 82%	(2003) 81.5%	89%	110%
2.2.1: R&D per \$1,000 gross state product University-performed	(1997) \$2.65	(2001) \$2.91	\$3.35	\$5.52

*Most recent data available

Strategies:

Budgetary Strategy 1: Continue to implement the Five-year Funding Plan to reach 2003 target for pupil spending for higher education

Action Plan:

1. Continue to implement and promote the Master Plan for Postsecondary Education
2. Implement Funding Formula for equitable distribution of funds to the institutions of Higher Education

Budgetary Strategy 2: Continue to implement of the Five-year Funding Plan, working toward being in the top quartile in teacher salary within SREB states.

Action Plan:

1. Implement and promote the Master Plan for Postsecondary Education

2. Implement Funding Formula for equitable distribution of funds to the institutions of Higher Education

Program Strategy 1: Develop a plan to address postsecondary education facility needs

Action Plan:

1. Complete the comprehensive assessment of postsecondary education facility needs
2. Develop a plan to address those needs
3. Identify options for financing implementation

Benefits:

- Produces workforce capable of supporting Louisiana businesses allowing them to compete in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences
- Increases ability to attract & retain the most qualified teachers
- Leads to attraction of high caliber students who may remain in Louisiana
- Leads to increased research dollars
- Increased research funding leads to increased technology development

Cost: TOTAL \$220 Million

	<i>1999-2000</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>
Faculty/Professor Salaries (In Millions)	20	90	50	30	30

Funding Source: State

Implementing Agency: Board of Regents and Management Boards

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.6	1.6.1: Science & engineering bachelor's degrees per million people as a percent of the national average
1	1.6	1.6.2: Percent of civilian workforce with a recent bachelor's degree in science or engineering
1	1.9	1.9.1: Percentage of residents who have received an Associate degree
1	1.9	1.9.2: Residents earning industry-based certifications
1	1.10	1.10.1: Percentage of residents over age 18 with a high school degree or GED equivalent
1	1.10	1.10.2: Percentage of residents who have graduated from a 4-year college or university
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks

Status: Using the current 2001-2002 SREB data, the weighted average salaries and salary rankings of full-time faculty at Louisiana's four-year public institutions has increased by 4 percent (83% to 87%).

Research Notes: Regarding Benchmark 1.3.3, for the past five years, the Southern Region Education Board (SREB) states have increased their support to higher education by 5% annually. Based on this research, it is the opinion of the Board of Regents that in order for Louisiana to reach the SREB average* for Faculty and Professional salaries, we needed to allocate \$220 million dollars to Faculty and Professional Salaries by 2005.

The Board of Regents acknowledges that even though the increase in funding in this area will raise faculty and professional salaries to the SREB average, we are unable to determine what our State's status will be on a national average. It is our goal to be among the top quartile of Faculty Salary in the Southern Region by 2023.

The Council does not believe that a high level of per pupil spending automatically creates high student achievement, but is concerned that higher education continues as a State priority. The extent to which education is a priority can be in part measured by investment in education by all levels of government.

Action Plan 2004 Recommendation 12:

Maintain & streamline current and evaluate new incentive programs.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.9: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2018
2.1.7: Business vitality rank (among the 50 states)	1996	2003		
	33	34	30	15
3.1.1: Per capita income as a percentage of the U.S. per capital income	1996	2001		
	81%	80%	87%	106%

Strategies:

Program Strategy 1: Modernize and streamline procedures

Action Plan:

1. Continue efforts to consolidate incentive databases
2. Continue analysis of internal handling of incentive-related requests
3. After 1 & 2 above are completed, analyze opportunities to streamline handling of applications and information in order to provide better information and service to customer firms

Program Strategy 2: Consider new incentive programs that encourage job creation and retention and facility modernization.

Action Plan:

1. Monitor the need for new incentives, including incentives for knowledge-based companies
2. Review incentives used in other states that might be appropriate for Louisiana
3. Research and prepare documentation to support the need and impact of any proposed new incentives

Benefits:

- Predictability and consistency in the State's tax structure
- Increased competitiveness of Louisiana businesses.
- Taxes are not a determining factor in locating in the State

Cost: Revenue-neutral

Funding Source: State budget

Implementing Agency(s): Louisiana Economic Development & the Louisiana Legislature

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.8	2.8.1: State bond rating
2	2.1	2.1.7: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 13:

Update the tax code to remove disincentives to investment and modernization and ensure fairness in assessments.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.9: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2018
2.1.7: Business vitality rank (among the 50 states)	1996	2003		
	33	34	30	15
3.1.1: Per capita income as a percentage of the U.S. per capital income	1996	2001		
	81%	80%	87%	106%

Strategies:

Legislative Strategy 1: Support the enactment of changes in the tax code

Action Plan:

1. Phase out state sales tax on manufacturing machinery & equipment.
2. Phase out corporate franchise tax on long-term debt.
3. Provide a system that produces fair and equitable property tax assessments.
4. Explore alternatives to tax incentives that encourage capital investments.
5. Reduce sales tax on energy sources.

Benefits:

- Predictability and consistency in the State's tax structure
- Increased competitiveness of Louisiana businesses.
- Taxes are not a determining factor in locating in the State

Cost: Revenue-neutral

Funding Source: State budget

Implementing Agency(s): Louisiana Legislature; Department of Revenue & Taxation; Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.8	2.8.1: State bond rating
2	2.1	2.1.7: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 14:

Adopt necessary statute changes to conform Louisiana's laws to the Streamlined Sales Tax requirements by 2005.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.9: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2018
2.1.7: Business vitality rank (among the 50 states)	1996	2003		
	33	34	30	15
3.1.1: Per capita income as a percentage of the U.S. per capital income	1996	2001		
	81%	80%	87%	106%

Strategies:

Program Strategy 1: Recommend specific changes to put Louisiana's statutes in line with the Streamlined Sales Tax Code requirements

Action Plan:

1. Create a working group that includes representatives of the Governor's Office, Legislature, local governing bodies and Department of Revenue
2. Work with Legislative staff to draft legislative bill containing necessary statute changes by October 1, 2004.
3. Obtain input on legislative bill draft from local governing authorities by December 15, 2004.
4. Educate the public, the legislature, and local governing authorities about the Streamlined Sales Tax Project and the benefits of its adoption by the state of Louisiana
5. Establish uniform local sales tax return and remittance system as required by Act 73 of the 2003 Regular Legislative Session by January 1, 2005 (pending receipt of funding).

Benefits:

- Predictability and consistency in the State's tax structure
- Increased competitiveness of Louisiana businesses.
- Taxes are not a determining factor in locating in the State

Cost: Revenue-neutral

Funding Source: State budget

Implementing Agency(s): Louisiana Legislature, Department of Revenue, & Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.8	2.8.1: State bond rating
2	2.1	2.1.7: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 15:

Create and promote angel capital networks around the state.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
Number of active angel networks in Louisiana	(2003) 0	(2003) 0	To be set	To be set

Strategies:

Program Strategy 1: Develop a mechanism to provide training focused on the logistics of building angel investor networks within the state.

Action Plan:

- 1. Identify best practices in how to organize and maintain angel investor networks
- 2. Identify best practices in informing and training angel investors
- 3. Identify people and financial resources to conduct the training
- 4. Develop a plan to put the resources together to provide the training, in order to begin putting together angel investor networks around the state

Program Strategy 2: Establish links between investors and companies needing investment

Action Plan:

- 1. Investigate websites and other means for establishing the needed links between angel investors and companies seeking investment to determine models that are user friendly and secure
- 2. Establish or assist in the establishment of a website

Legislative Strategy 1: Create an angel investor tax credit to encourage angel capital investments

Action Plan:

1. Develop an angel investor tax credit
2. Prepare legislation
3. Meet with appropriate committees, legislators, and stakeholders to build support and identify a champion
4. Provide ongoing information and support as needed

Benefits:

- Begins the process of developing a pool of capital that is earmarked for further development of technologies that can form the basis of start-up businesses
- Increases startups
- Retains best and brightest graduating from our colleges and universities with jobs created through new business start-ups
- Produces high rates of job creation
- Results in higher wages
- Increases deal flow for venture capital groups

Costs: TBD**Implementing Agencies:** Louisiana Economic Development**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark
2	2.6	2.6.2: Number of firms in Louisiana's targeted clusters
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 16:

Assess existing public programs in Louisiana that provide capital for startups, and evaluate their effectiveness in supplying early stage capital.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2018
Number of seed funds with offices in Louisiana	(2003) 0		To be set	
Amount of capital in Louisiana funds	0			
Amount of CAPCO funds invested in early stage companies (as defined by changes in 2002)	Not yet available			

Strategies

Program Strategy 1: Assess previous efforts to encourage investments in early stage companies

Action Plan:

1. Review the results of the CAPCO program as it relates to early stage investments
2. Review the results of the Louisiana Economic Development Corporation's efforts to encourage early stage investments

Program Strategy 2: Review the Louisiana Economic Development Corporation's efforts to implement a technology commercialization program that helps to move technologies from the prototype stage to commercialization.

Action Plan:

1. Identify best practices in other states
2. Review policies, rules, and legislation to identify barriers
3. Outline a program
4. Identify and secure funding
5. Implement the program

Benefits:

- Begins the process of developing a pool of capital that is earmarked for further development of technologies that can form the basis of start-up businesses
- Retains best and brightest graduating from our colleges and universities with jobs created through new business start-ups
- Increases startups
- Produces high rates of job creation
- Results in higher wages
- Increases deal flow for venture capital groups

Costs: No additional funding

Implementing Agencies: Louisiana Department of Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.6	2.6.2: Number of firms in Louisiana's targeted clusters
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 17:

Implement at the research universities the recommendations in the A.M. Pappas study entitled “Strengthening Technology Transfer Capabilities of Louisiana Universities” in order to improve research and technology commercialization outcomes and working relationships between universities and companies.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana’s existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.4.2: Number of university cooperative endeavor agreements with companies		Data being gathered		
2.4.1: Number of licenses completed Total Percentage to Louisiana companies		Data being gathered		
2.6.2: Number of firms in Louisiana’s targeted clusters	(2001) 34,922	(2003) 43,433	To be set	To be set

Strategies

Program Strategy 1: Identify real and perceived barriers to university industry collaborations.

Action Plan:

- 1. Identify legislative barriers and ethics commission guidelines and interpretations that may impact university-industry interactions and collaborations by November 2004.

Program Strategy 2: Meet annually with university technology transfer personnel.

Action Plan:

1. Set up a meeting in the fall 2004 with tech transfer personnel from each research university, LED, the Board of Regents, and the Science & Technology Task Force of the Louisiana Economic Development Council.
2. Ask each research university or campus to make a presentation about their offices and operations, such as staffing, outreach activities, budget, successes, and needs, all of which will be specifically identified prior to the meeting.
3. Have each university deliver a written fact sheet covering the information presented at the meeting and other relevant information.

Benefits:

- Increases industry access to university technology, researchers, and facilities
- Provides roadmap for improving tech transfer outcomes
- Improves the economic development pipeline of translational research that results in new companies taking root in Louisiana
- Optimizes tech transfer policies and practices
- Achieves a better return on the State's research investments
- Will result in more technology job creation

Cost: No additional funds needed at this time

Implementing Agencies: Board of Regents and the Department of Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 18:

Develop a stable funding stream for technology transfer at state universities.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

2.4: To provide effective mechanisms for industry access to university-based technologies and expertise

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.4.1: Number of licenses completed Total Percentage to Louisiana companies		Data being gathered		

Strategies

Program Strategy 1: Task a group with representatives from LED and the Board of Regents, with input from the Louisiana Economic Development Science & Technology Task Force, with making a recommendation regarding a sustainable funding stream for technology transfer at state universities.

Action Plan:

1. Ask LED, Regents, and the S&T Task Force to assign representatives to a committee to consider funding for tech transfer
2. Convene a meeting (or meetings) to seek suggestions and discuss the issues
3. Meet with appropriate Board of Regents committees and personnel to discuss options for funding
4. Develop a proposal and seek appropriate support

Benefits:

- Increases chances for successful transfer of technology to industry
- Improves the economic development pipeline of translational research that results in new companies taking root in Louisiana
- Achieves a better return on the State's research investments
- Will result in more technology job creation

Cost: No additional funds needed at this time

Implementing Agencies: Board of Regents and the Department of Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
2	2.6	2.6.2: Number of firms in Louisiana's targeted clusters
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 19:

Build on the LACES database by continuing to develop and maintain a statewide, user-friendly integrated technology resources database that promotes industry/university partnering.

Vision 2020 Goal: Goal Two: Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmarks:

Benchmark	Baseline Data	Current Data	2003	2023
2.4.2: Number of university cooperative endeavor agreements with companies		Data being gathered		
2.4.1: Number of licenses completed Total Percentage to Louisiana companies		Data being gathered		

Strategies:

Program Strategy 1: Enhance the ability of businesses to access information on expertise and specialized equipment available at Louisiana universities.

Action Plan:

- 1. Finalize development of the LAExperts database
- 2. Populate the database using the information from the existing Board of Regents to share expertise and equipment data from its databases
- 3. Encourage universities to provide data for the LAExperts database

Program Strategy 2: Market the LAExperts and LACES to potential users

Action Plan:

- 1. Encourage appropriate state agencies, universities, and regional and local economic development entities to promote the databases through their communications channels, including but not limited to adding links to their websites

Benefits:

- Increases industry access to university technology, researchers, and facilities
- Creates “one stop shopping” for private industry in accessing Louisiana’s university generated intellectual property
- Provides economic development information for planning and marketing

Cost: Minimal

Implementing Agencies: Louisiana Economic Development & Board of Regents

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 20:

Develop a comprehensive strategy for rural and community development.

Vision 2020 Goals: Two – The Culture of Innovation
Three -- Quality of Life

Vision 2020 Objectives:

- 3.1 To increase personal income and assets of all citizens
- 3.5: To ensure safe, vibrant, and supportive communities for all citizens

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
3.1.1: Per capita income as a percentage of the U.S. per capita income	(1996) 81%	(2001) 80%	87%	106%

Strategies

Budgetary Strategy 1: Prepare a strategic plan for rural and community development

Action Plan:

1. Create a working group that includes representatives of the Governor's Office, Louisiana Economic Development, the Legislature, other appropriate state agencies (e.g., DOL, DHH, DSS, DOTD, DOE, etc.), the LSU AgCenter, and representatives of rural areas and small communities.
2. Identify promising practices in rural and community development.
3. Identify components that need to be addressed in Louisiana's strategic plan for rural and community development.
4. Assess regional economic development strategies and how they can support rural areas.
5. Develop a scope of work, determine funding needs, and identify possible sources of funds.

Benefits:

- Begin to address in a comprehensive way the needs of Louisiana's rural areas and communities.
- Assists rural areas and communities to become more vibrant and competitive

Cost: TBD

Funding Source: All means of funding

Implementing Agency(s): Office of the Governor & Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
3	3.1	3.1.5: Homeownership rte
3	3.2	3.2.1: Poverty rate, by region
3	3.2	3.2.2: Unemployment rate, by region
3	3.3	3.3.1: Percentage of persons without health insurance
3	3.3	3.3.2: Number of citizens per primary care practitioner practicing in rural parishes
3	3.3	3.3.3: Number of parishes with a shortage of health care professionals
3	3.3	3.3.4: Number of citizens in poverty per community health care center

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 21:

Develop a stable funding stream for state and regional economic development practices and programs.

Vision 2020 Goals: Two – The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2002) 34,113	To be set	To be set

Strategies

Budgetary Strategy 1: Develop recommendations for a stable funding stream for state and regional economic development

Action Plan:

1. Create a working group that includes representatives of the Governor's Office, Legislature, Louisiana Economic Development, Louisiana Department of Revenue, and other appropriate members.
2. Outline stable funding options for state and regional economic development efforts.
3. Assess the fiscal impact of top ranked proposals.
4. Make recommendations.

Benefits:

- Allows state and regional economic development entities to have consistent funding that will allow them to better plan and execute economic development strategies
- Generates jobs in the targeted technology sectors

Cost: TBD

Funding Source: All means of funding

Implementing Agency(s): Office of the Governor, Louisiana Economic Development, Louisiana Department of Revenue

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 22:

Expand access to broadband Internet connectivity, particularly broadband and research grade connectivity, throughout the state.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.7.1: Percentage of households with computers	(2000) 41.2%	(2001) 45.7%	47%	90%
2.7.2: Percentage of households with Internet access	(2000) 30.2%	(2001) 40.2%	45%	49%
2.7.3: Percentage of households with broadband Internet available	(1999) 57%	(2001) 64%	80%	100%

Strategies

Program Strategy 1: Create and populate a public/private task force to guide the state's efforts to provide access to and stimulate demand for affordable, scalable, high-speed middle- and last-mile connectivity.

Action Plan:

1. Determine groups/individuals who should serve on the task force
2. Invite individuals
3. Set up first meeting
4. Hold meeting to brief members on work to date, work that needs to be done, and their role in managing.
5. Outline remaining tasks, estimate costs for each task, and develop a timeline for accomplishing them

Benefits:

- Improves efficiency in service delivery to various constituencies
- Makes high-speed connectivity available to every citizen, community and business in Louisiana
- Connects all State university research facilities to a network; thereby giving researchers connectivity capabilities that are years ahead of those available at the leading research institutions connected to Internet2
- Enhances the standing of Louisiana university research institutions
- Attracts both public and private sector research dollars
- Attracts and retains leading research scientists and engineers
- Strengthens existing businesses and creates new opportunities across all industry clusters as information technology assumes a more prominent role in the core business processes of all businesses

Cost: TBD

Funding Source: All means of financing

Implementing Agencies: Office of the Governor, Division of Administration and the Office of Rural Development Louisiana Economic Development; and Louisiana Board of Regents

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.6	2.6.2: Number of firms in Louisiana's targeted clusters
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 23:

Develop a master plan for entrepreneurship support and education to build capacity throughout Louisiana.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2002) 34,113	To be set	To be set
2.5.2: New business starts	(1998) 16,216	(2002) 22,064	To be set	To be set
2.5.3: Business churning rate	(1998) 21.9%	(2001) 24.1%	24.5%	30%

Strategies

Program Strategy 1: Develop a master plan to build capacity for entrepreneurial activity in Louisiana

Action Plan:

1. Identify group to spearhead the master plan
2. Analyze the state's entrepreneur and small business development and outreach programs
3. Assess promising practices in entrepreneurship support programs
4. Identify the optimal role for the state's Small Business Development Centers (SBDCs).

5. Assess promising practices in entrepreneurial education programs for all education levels
6. Assess opportunities for using existing program funds, including Workforce Investment Act funds, to support entrepreneurial support and/or education in Louisiana
7. Expand business development programs that encourage the continued growth of small, minority, and women-owned businesses and businesses in rural areas.
8. Expand programs that provide the information and skills businesses need to create wealth through international business and trade.
9. Support efforts to increase entrepreneurial activity statewide by particularly those that can be implemented at the community/regional level.

Benefits:

- Increases the number of startups
- Builds a culture that values and encourages entrepreneurs
- Strengthens business startups
- Creates a more risk tolerant, entrepreneurial pool of business owners

Cost: TBD

Funding Source: All means of financing

Implementing Agencies: Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.5	2.5.1: Business incubators per 10,000 business establishments
2	2.5	2.5.4: Number of women- and minority-owned businesses
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks

Action Plan 2004 Recommendation 24:

Position Louisiana as a globally competitive transportation hub.

Vision 2020 Goals: Two -- The Culture of Innovation
Three - A Top 10 State

Vision 2020 Objectives:

2.6: To develop and promote Louisiana's transportation infrastructure

Benchmark(s):

Benchmark	Base	Current	2003	2023
2.6.1: Elements of the Louisiana Statewide Transportation Plan fully implemented (114 total elements). Note: Plan updated in 2003.	0 (2003)	0 (2003)	0 (2003)	
2.6.2: Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented (16 total elements)	3 (1998)	4 (2001)	4 (2003)	16
2.6.3: Percentage of state highway miles with pavements in poor condition	16.2% (1995)	8.7% (2002)	10.3% (2003)	7.5%
2.6.4: Number of parishes with a public transportation system	42 (1997)	36 (2001)	37 (2003)	64
2.6.5: Number of Louisiana ports in top 10 U.S. ports (based on total cargo tonnage)	4 (1995)	3 (2001)	3 (2003)	5
2.6.6: Direct air service between Louisiana airports and external locations	(1997)	(2002)		
Foreign cities	2	2	2	8
Domestic hub cities	NA	40	40	48
Domestic non-hub cities	NA	41	41	45

Strategies

Executive & Legislative Strategy 1: Pursue implementation of the Louisiana Statewide Transportation Plan to promote economic growth, improve competitiveness of Louisiana industries, capitalize on international trade opportunities, and enhance the quality of life.

Action Plan:

1. Pursue implementation of the Louisiana Statewide Transportation Plan in the 2004 Regular Session or a Special Session focused exclusively on transportation.
2. Examine all financing options for providing the funding necessary to implement the Louisiana Statewide Transportation Plan to promote economic growth, and capitalize on international trade opportunities.

Executive & Legislative Strategy 2: Accelerate completion of projects included in the Transportation Infrastructure Model for Economic Development (TIMED).

Action Plan:

1. Continue implementing the plan to accelerate completion of the TIMED projects through the issuance of bonds backed by the dedicated four-cent per gallon fuel tax.

Program Strategy 1: Improve coordination among transportation agencies and authorities to facilitate the movement of people, goods and services on a multimodal transportation system.

Action Plan:

1. Require public port, public airport, and public railroad authorities to officially notify the Department of Transportation and Development and the appropriate local government transportation agency of any planning, infrastructure, or operating decisions that may impact other parts of the transportation system.
2. Require concurrence from the Department of Transportation and Development and the appropriate local transportation agency for port, airport, or railroad projects submitted for State Bond financing.

Program Strategy 2: Develop a comprehensive plan for the re-emergence of Louisiana as a maritime commerce load center (i.e., a dominant state in import/export).

Action Plan:

1. Utilize university resources to develop the plan
2. Include \$925,000 in State General Fund monies in LED's FY 04-05 budget for this effort.

Benefits:

- Supports existing business and industry
- Strengthens the foundation on which Louisiana's economy and society is built.
- Serves as a catalyst for economic growth.
- Positions the state to capitalize on international trade opportunities.
- Provides opportunities to enhance the quality-of-life.
- Improves public safety.
- Increases access to education, training and employment for citizens in the lower income levels.

Cost: TBD

Funding Source: Special Session - State General Fund, Transportation System - All means of financing

Implementing Agencies: Department of Transportation & Development, Office of the Governor, State Legislature

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in Louisiana's targeted clusters
2	2.1	2.1.2: Manufacturing employment
2	2.1	2.1.5: Firms that export per 1,000 firms
2	2.1	3.6.1: Tourism – employment generated and visitor spending
2	2.1	2.1.13: Number of visitors (out of state, international, state parks)
2	2.6	2.6.1: Elements of the Louisiana Statewide Transportation Plan fully implemented or funded
2	2.6	2.6.2: Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented
2	2.6	2.6.3: Percentage of state highway miles with pavements in poor condition
2	2.6	2.6.4: Number of parishes with a public transportation system
2	2.6	2.6.5: Number of Louisiana ports in the top 10 U.S. ports (based on total cargo tonnage)
2	2.6	2.6.6: Direct air service between Louisiana airports and external locations
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 25:

Maximize federal funding flows to Louisiana.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.5: To develop and promote Louisiana's existing transportation infrastructure
- 2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies.

Benchmark(s):

Benchmark	Base	Current	2003	2023
2.8.2: Federal funding flows to Louisiana		(2002)		
Federal expenditures per dollar of state taxes to the federal government	\$1.28	\$1.48	\$1.42	\$1.20

Strategies:

Program Strategy 1: Seek out and make use of available federal infrastructure funds.

Action Plan:

1. Give priority in state expenditures to matching available federal construction funds, such as the Comite River Diversion Canal, before funding new initiatives.

Benefits:

- Maximizes federal funding to Louisiana
- Establishes a track record that the state fulfills its obligations in matching federal funds
- Improves infrastructure, healthcare, education, and other areas that can be impacted with Federal funds

Cost: None

Funding Source: N/A

Implementing Agencies: Division of Administration, State Bond Commission

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in Louisiana's targeted clusters
2	2.1	3.6.1: Tourism – employment generated and visitor spending
2	2.1	2.1.1: Per capita income as a percentage of U.S.
2	2.6	2.6.1: Elements of the Louisiana Statewide Transportation Plan fully implemented or funded
2	2.6	2.6.2: Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented
2	2.6	2.6.3: Percentage of state highway miles with pavements in poor condition
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 26:

Develop a continuous process for streamlining environmental and natural resources permits, including seismic, drilling, production, and pipeline activities.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies

Benchmark(s):

Benchmark	Baseline Data	Current Data*	2003	2023
2.1.14: Total capital investment in oil & gas infrastructure by type of infrastructure	Data not yet available	To Be Set		

Strategies:

Program Strategy 1: Process map current processes

Action Plan:

- 1. Identify person(s) to lead for seismic, drilling, production, & pipeline processes
- 2. Have each list permitting process
- 3. Map each list

Program Strategy 2: Evaluate current efforts to streamline process

Action Plan:

- 1. Develop a listing of efforts to streamline process
- 2. Evaluate efforts

Program Strategy 3: Seek common ground from agencies to streamline the process

Action Plan:

- 1. Identify agencies and departments involved in permitting
- 2. Identify a key decision-making individual in each
- 3. Outline concerns
- 4. Hold meeting(s)

5. Summarize results and list next steps
6. Develop a proposal to submit to all agencies and the Office of the Governor

Benefits:

- Increase capital investment in Louisiana with a streamlined permitting process.
- Increase state revenue and jobs.

Cost: In LED Budget

Implementing Agency: Louisiana Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 27:

Develop an annual report examining barriers to the development of energy infrastructure with proposals for eliminating the barriers.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark:

Benchmark	Baseline Data	Current Data*	2003	2023
2.1.14: Total capital investment in oil & gas infrastructure by type of infrastructure	Data not yet available	To Be Set		

Strategies:

Program Strategy 1: Submit a report to the Governor and appropriate agencies by November 2004

Action Plan:

1. Identify a team to work on project
2. Identify needed energy infrastructure
3. Identify existing barriers for needed energy infrastructure
4. Develop proposals for eliminating both state and federal barriers
5. Identify cost/benefit proposals for the elimination of the barriers.

Benefits:

- Enhance economic development opportunities by increasing availability, quality and reliability of Louisiana's energy infrastructure.
- Increase investment and jobs in Louisiana's energy industry.

Cost: In LED Budget

Implementing Agency: Louisiana Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 28:

Develop recommendations for legal reforms related to class action litigation and excessive, non-compensatory damages and punitive awards in environmental litigation.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies

Benchmark(s):

Benchmark	Base	Update	2003	2018
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,933	(2003) 43,433	To be set	

Strategies:

Program Strategy 1: Prepare report on needed legal reforms to submit to the Governor by November 2004

Action Plan:

1. Gather team of stakeholders
2. Identify problems
3. Suggest possible solutions to problems
4. Propose legislation to remedy these problems for the good of the state

Legislative Strategy 1: Submit proposed changes to legislature

Action Plan:

1. Meet with appropriate legislators to develop support for proposed changes and sponsors for bill(s)
2. Ensure that proper legislation is drafted

Benefits:

- Increase competitiveness of Louisiana for investment and jobs.
- Increase state revenue.

Cost: In LED Budget

Implementing Agency: Louisiana Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.6: Employment per year
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 29:

Act to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health.

Vision 2020 Goal: Three – A Top 10 State

Vision 2020 Objective:

- 3.6: To protect, rehabilitate, and conserve our coastal ecosystem
- 3.7: To preserve and develop Louisiana's natural and cultural assets

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
3.6.1: Cumulative acres of coastal wetlands loss that will be prevented by projects	(1998)	(2003)		
Constructed	8,985	76,284	44,925	224,625
Authorized	14,975	159,871	74,875	344,425

Strategies:

Program Strategy 1: Implement *Coast 2050*, the State's strategic plan to sustain Louisiana's coastal resources and provide an integrated multiple use approach to ecosystem management

Action Plan:

1. Ensure that all existing restoration resources, such as the State Wetlands and Conservation Trust Fund, the Breaux Act, and WRDA, are directed toward *Coast 2050* strategies.
2. Demonstrate Louisiana's legislative and fiscal commitment to address Louisiana's catastrophic coastal wetlands loss and challenge the federal government and the nation to recognize this resource as a national treasure and respond.
3. Work with our Congressional delegation to seek additional federal funding to leverage State dollars to restore Louisiana's coastal wetlands and implement *Coast 2050*.

Benefits:

- Addresses Louisiana's coastal wetlands and barrier island loss, which currently is approximately 24 square miles per year
- Elevates wetlands conservation and restoration to a position of high visibility and action
- Restores and preserves coastal resources in order to maintain the viability and the existence of residential, agricultural, and economic development in coastal Louisiana and south Louisiana's rich cultural heritage
- Preserves this unique ecosystem and the wildlife and fisheries resources which are dependent upon it for their survival
- Leverages the State's financial resources

Cost: TBD

Funding Source: State, Federal and Private

Implementing Agency(s): Department of Natural Resources

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
3	3.7	3.7.2: Amount of State-owned lands for natural resources management
3	3.7	3.7.3: Louisiana species listed as threatened, endangered, rare plants
2	2.1	2.1.12: Tourism – employment generated & visitor spending

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

Action Plan 2004 Recommendation 30:

Develop a comprehensive plan to beautify the state.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.12: Tourism Employment generated Visitor spending (in billions)	(1997) 106,000 \$7.4	(2002) 120,000 \$9.0	124,200 \$9.3	195,400 \$19.2
2.1.13: Number of visitors (in millions) Out-of-state International Louisiana state parks	15.5 (1997) 0.6 (1997) 1.44 (1998)	21.2 (2002) 0.5 (2002) 2.06 (2003)	16.7 0.6 2.05	29.2 1.1 3.2

Strategies

Program Strategy 1: Develop a comprehensive plan to the state through a partnership among state government, local governments, community groups, Keep America Beautiful, etc.

Action Plan:

1. Encourage the Office of the Governor and Lt. Governor to lead an effort to develop a beautification plan that would incorporate existing programs such as the DEQ Litter Abatement Program, the DOTD Adopt-a-Highway and Transportation Enhancement Programs, the DCRT Main Street program and various local programs concerning blighted housing and buildings.

Benefits:

- Enhances the quality-of-life

- Improves the image of the state to residents and visitors
- Improves likelihood of repeat tourism

Cost: TBD

Funding Source: State General Fund

Implementing Agencies: Office of the Governor or Lt. Governor

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in targeted diverse industries
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank (national)

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

Action Plan 2004 Recommendation 31:

Establish the operation of the regional wet-lab technology business incubators to support the medical/biomedical, biotechnology, environmental, energy, and food technology clusters in Louisiana and link their practices and resources.

Vision 2020 Goal: Two – The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2003) 43,433	To be set	To be set

Strategies

Budgetary Strategy 1: Continue to support the development of the three wet-laboratory incubators in north, middle and south Louisiana, including startup operations and additional funding for basic laboratory equipment

Action Plan:

The Secretary of the Department of Economic Development, in consultation with the Science and Technology Task Force of the Louisiana Economic Development Council, will seek to advance the recommendations of the wet lab incubator study completed for the Department in December 2001.

Benefits:

- Makes Louisiana competitive with other states that have life science incubator programs and economic development strategies
- Generates high tech jobs and business development in a targeted technology sector

- Reaps the economic development benefits from the State's investment in university-based life science research
- Provides a mechanism to commercialize university wet lab science research in Louisiana and not be solely dependent on licensing intellectual property to out-of-state companies
- Aids in recruiting and maintaining distinguished researchers who often desire to participate in the commercialization of their research
- Supports recruiting out-of-state biotechnology start-up companies to Louisiana
- Accelerates the successful development of entrepreneurial wet lab science dependent companies

Cost: TBD

Funding Source: All means of funding

Implementing Agency(s): Office of the Governor, Division of Administration, Department of Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 32:

Increase investments in research and development, targeting technologies in the state's identified clusters.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2003) 43,433	To be set	To be set

Strategies

Legislative Strategy: Work with the Governor's Office, LED, and legislators to encourage investments in information technology; wet labs; life, food, and environmental sciences; micromanufacturing and nano-technology; energy; and logistics.

Program Strategy: Identify research areas of interest to cluster companies to suggest areas where colleges and universities could focus future basic and applied research efforts

Action Plan:

1. Identify applied research interests from industry focused on industry growth trajectories and growth/future market potential
2. Identify existing research strengths in universities
3. Develop a plan for transferring information on research interests and anticipated future growth paths from industry to the universities

Benefits:

- Results in more technology job creation
- Assists in growing industries that pay high wages and salaries and are typically fast-growing
- Increases industry access to university technology, researchers, and facilities
- Improves the economic development pipeline of translational research that results in new companies taking root in Louisiana

Cost: TBD**Implementing Agencies:** Louisiana Economic Development, Board of Regents**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 33:

Ensure an adequate supply of natural gas at affordable prices.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices.
- 2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies.

Benchmark(s):

Benchmark	Base	Current	2003	2023
2.1.14: Total capital investment in oil and gas infrastructure by type of infrastructure (oil and gas production facilities, refineries, gas processing facilities, natural gas pipelines, and natural gas storage).	Data Not Yet Available			
2.8.4: Energy prices as a percentage of the West South Central average	(1998)	(2002)		
Electricity				
Residential	98.37%	108.69%	108.19%	100%
Commercial	104.90%	116.29%	115.32%	100%
Industrial	102.17%	118.81%	117.68%	100%
Natural Gas				
Residential	87.26%	94.26%	94.26%	94.26%
Commercial	95.02%	104.37%	103.6%	100%
Industrial	64.38%	80.99%	80.99%	80.99%

Strategies

Program Strategy 1: Facilitate construction of LNG plants by streamlining the permitting process and overcoming regulatory impediments.

Action Plan:

1. The Office of the Governor and Department of Economic Development should closely monitor progress on LNG plants and take action as necessary to ensure timely completion.

Benefits:

- Increases stability in natural gas supply and prices
- Helps Louisiana industries stay competitive in a global economy
- Increases our industrial recruitment capabilities

Cost: N/A

Funding Source: N/A

Implementing Agencies: Office of the Governor and Louisiana Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in Louisiana's targeted clusters
2	2.1	2.1.2: Manufacturing employment

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2003 Recommendation 34:

Develop an energy research strategy for the state.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,933	(2002) 34,113	To be set	
2.2.1: Research & development expenditures per \$1,000 GSP	(1997)	(1999)		
Industry-performed	\$1.38	\$1.45	\$4.29	\$18.49
Federally-performed	\$0.39	\$0.46	\$1.02	\$ 3.82
University-performed	\$2.65	\$2.92	\$3.35	\$ 5.52

Strategies

Program Strategy 1: Develop a blueprint for energy related technology research that is of interest and relevance to Louisiana industries, universities and the state, including but not limited to alternative fuels including the use of biomass, cogeneration, hydrogen-fuel, improved efficiencies, and improved oil and gas production technologies both onshore and offshore.

Action Plan:

1. Develop a cross functional team of industry, academia and government coordinated by LSU Center for Energy Studies (CES) to address the action item
2. Develop list of research needed, including information on the reasons for inclusion and significance of each.
3. Prioritize list
4. Identify and propose funding mechanisms to accomplish the priorities

Benefits:

- Develops important technology cluster that can solve problems within Louisiana as well as throughout the U.S. and the world.
- Grows energy investment and jobs of the future here in Louisiana.
- Diversifies our energy dependency while helping other industries competitiveness.

Cost: In LED Budget

Implementing Agency: Louisiana Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.1	2.1.14: Energy production by source
2	2.1	2.1.15: Total capital investment in oil & gas infrastructure
2	2.2	2.2.2: Research & development expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
3	3.1	3.1.1: Per capita income
3	3.1	3.1.6: Employment per year
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 35:

Create a globally competitive research, development and commercialization center focused initially on creating and commercializing new solutions for environmental issues faced by our companies and citizens.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark(s):

Benchmark	Base	Update	2003	2018
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,933	(2003) 43,433	To be set	

Strategies:

Program Strategy 1. Study the feasibility of an Environmental Center of Excellence

Action Plan:

1. Put together a small team that includes industry & education interests and LED to oversee the project
2. Develop the scope of work, deliverables, and schedule for a study to determine feasibility and, if appropriate, recommend a general plan of action for how to proceed.
3. Secure funding for study
4. Bid study, if necessary
5. Assess results of study and make recommendations regarding next steps

Benefits:

- Develops important technology cluster that can solve problems within Louisiana as well as throughout the U.S. and the world
- Enhances Louisiana's identity and creates an entity that will attract global attention as "The Environmental Solutions Source."

- Improves Louisiana's environment by allowing us to become early adopters of leading edge environmental solutions
- Establishes Louisiana and our partnering research entities (LSU, UL, Southern, etc.) as the premier researchers in the U.S. focused on environmental solutions

Cost: \$150,000 - \$250,000

Implementing Agency: Louisiana Economic Development, Board of Regents, & the Department of Environmental Quality

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 36:

Convene a public/private commission to evaluate methods to reduce the rising cost of healthcare through the utilization of information technology solutions.

Vision 2020 Goal: Goal Two -- The Culture of Innovation
Goal Three – A Top Ten State

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.7: To assess, build, and capitalize on Louisiana's information and telecommunications infrastructure
- 3.3: To ensure quality healthcare for every Louisiana citizen

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2003) 43,433	To be set	To be set

Strategies

Program Strategy 1: Organize a commission/task force to address the issues of paperless record keeping, meeting federal requirements, broadband access, telemedicine, and related issues and prepare a report by November 2004.

Action Plan:

1. Establish a small planning and logistics ad hoc committee to select committee members
2. Find someone to provide staff assistance for the commission
3. Plan the first meeting
4. Invite participants
5. Hold first meeting and plan next steps

Benefits:

- Controls and more efficiently manages state healthcare funding through the better utilization of information technology
- Creates digital databases that can better utilize patient data for research purposes.

Cost: TBD

Funding Source: TBD

Implementing Agencies: Office of the Governor

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

Action Plan 2004 Recommendation 37:

Provide additional state funding support to the Louisiana Forest Products Development Center as a means of developing and transferring value added wood products technology to industry.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1:** To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
2.2: To significantly increase public and private sector research and development activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,933	(2002) 34,113	To be set	
2.1.9: Value added for agricultural commodities (in billions)	(1996) \$4.4	(2003) \$4.0	\$6.6	\$22.2

Strategies:

Legislative Strategy 1: Fulfill the Louisiana Forest Products Development Center's (LFPDC) mission and strategies to promote forest-sector industry economic and business potential by providing comprehensive faculty research and outreach capabilities. The needs are \$1.2 million recurring and \$0.2 million non-recurring.

Legislative Strategy 2: Request \$1.1 million for equipment to enhance product development efforts of the LFPDC to support Louisiana's wood product industry development and competitiveness

Program Strategy 1: Coordinate LFPDC faculty involvement in developing regional wood products sector development initiatives

Action Plan:

1. Identify wood products related companies, support companies, and other interests as candidates to support economic expansion.
2. Initiate meetings with Louisiana companies to determine technology, research and outreach needs of these companies that the LFPDC can support.

3. Participate in personal visits and group meetings with wood products companies to determine common needs and interests.
4. Based on Action Plan Items 1-3, specify areas where the LFPDC can: a) provide support for existing companies, b) conduct research and development activities that could lead to new and/or improved products and processes that could be commercialized in Louisiana by existing or startup companies, and c) provide programmatic recommendations to LSU AgCenter administrators and the Louisiana Economic Development's Agriculture, Forestry, & Food Cluster Director; and d) provide policy recommendations to Louisiana legislators and public policy development bodies.

Benefits:

- Increased opportunities for sustainable development and value-addition of forestry resources
- Identify opportunities to manufacture high-value products to enhance Louisiana's economy
- Increase exports of value-added forest products from Louisiana
- Increase employment opportunities in the forest sector

Cost: **Legislative Strategy 1:** \$1.2 million recurring; \$0.2 million non-recurring

Legislative Strategy 2: \$1.1 non-recurring

Implementing Agency: LSU Agricultural Center

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.1.8: Gross farm, forestry and fishery income (in billions)
2	2.2	2.2.1: R&D expenditures per \$1,000 in GSP (industry, federally-, and university-performed)
2	2.2	2.2.2: Research and development expenditures per capita
2	2.4	To provide effective mechanisms for industry access to university-based technologies & expertise
3	3.1	3.1.1: Per capita income

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

Action Plan 2004 Recommendation 38:

Position Louisiana to benefit from emerging technologies associated with bio-fuels (converting biomass into liquid fuels for transportation) and bio-products (converting biomass into chemicals for making products typically made from petroleum).

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1:** To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
2.2: To significantly increase public and private sector research and development activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,933	(2003) 43,433	To be set	
2.1.9: Value added for agricultural commodities (in billions)	(1996) \$4.4	(2001) \$3.9	\$6.6	\$22.2

Strategies:

Program Strategy 1: Use the newly formed Renewables Council of Louisiana (RCL) to explore new opportunities for bio-based fuels, power, and other products.

Action Plan:

1. Explore and develop market opportunities for bio-based power, fuels (converting biomass into liquid fuels for transportation), and other products (converting biomass into chemicals for making products typically made from petroleum).
2. Facilitate, where appropriate, the commercialization of new bio-based technologies in Louisiana
3. Consider policy and incentives, as appropriate, to encourage development of bio-based power, fuels, and products.

Benefits:

- Increased opportunities for development of forestry resources
- Produces high value products to enhance Louisiana economy
- Increases export of value added products from Louisiana
- Increases employment opportunities

Cost: \$50,000

Implementing Agency: LSU AgCenter, Louisiana Economic Development, and the Renewables Council of Louisiana (RCL)

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.1.8: Gross farm, forestry and fishery income (in billions)
2	2.1	2.2.9: Value added for agricultural commodities
2	2.2	2.2.1: R&D expenditures per \$1,000 in GSP (industry, federally-, and university-performed)
2	2.2	2.2.2: Research and development expenditures per capita
2	2.4	To provide effective mechanisms for industry access to university-based technologies & expertise
3	3.1	3.1.1: Per capita income

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

Action Plan 2004 Recommendation 39:

Develop and assess specific business incentives to stimulate additional value-added business development in agriculture, forestry, and fisheries.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1:** To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
2.2: To significantly increase public and private sector research and development activity

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,933	(2003) 43,433	To be set	
2.1.9: Value added for agricultural commodities (in billions)	(1996) \$4.4	(2004) \$4.0	\$6.6	\$22.2

Strategies:

Program Strategy 1: Prepare a case for new business incentives to stimulate the growth of value-added agribusiness companies.

Action Plan:

1. Research potential new incentives for agribusinesses and propose specific incentives and/or R&D tax credits.
2. Gather information on potential impact (benefits and costs to the state) of proposed 1) investment tax credits and/or 2) an increased R&D tax credit.
3. Develop a briefing paper outlining suggested changes and justification.

Legislative Strategy 1: Promote the recommended incentives

Action Plan:

1. Meet with the Governor's Office, legislative leadership, and the Division of Administration to discuss the benefits of proposed incentives.
2. Meet with the Rural Task Force and other legislators to inform them and encourage their support.

Benefits:

- Increased opportunities for jobs and incomes
- Identify opportunities to manufacture high-value products to enhance Louisiana's economy
- Increase exports of value-added agricultural products from Louisiana

Cost: TBD

Implementing Agencies: Louisiana Economic Development and the LSU AgCenter

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.1.8: Gross farm, forestry and fishery income (in billions)
2	2.2	2.2.1: R&D expenditures per \$1,000 in GSP (industry, federally-, and university-performed)
2	2.2	2.2.2: Research and development expenditures per capita
2	2.4	To provide effective mechanisms for industry access to university-based technologies & expertise
3	3.1	3.1.1: Per capita income

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See <http://vision2020.louisiana.gov> for details on benchmarks.

Action Plan 2004 Recommendation 40:

Focus and facilitate State and local efforts to maximize the economic opportunities the tourism, convention, retiree inducement, agribusiness, and cluster-based businesses present by establishing a central clearinghouse to identify and coordinate marketing efforts to attract and retain domestic and international industry.

Vision 2020 Goal(s): Two – The Culture of Innovation

Vision 2020 Objective(s):

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark(s):

Benchmark	Baseline Data	Current Data	Target 2003	Target 2023
2.1.12: Tourism	(1997)	(2002)		
Employment Generated	106,000	120,000	124,200	195,400
Visitor Spending (in billions)	\$7.4	\$9.0	\$9.3	\$19.2

Strategies:

Program Strategy 1: Establish a central information clearinghouse to provide an efficient line of communication and create opportunities for joint initiatives and program coordination in domestic and international market places by November 30, 2004

Action Plan:

1. Coordinate with state agencies to inventory domestic and international marketing initiatives and identify specific ways in which multiple state agencies can cooperate and coordinate efforts to retain, expand and attract new business development to Louisiana, including participation in joint domestic and international marketing missions, sponsorship of mutually beneficial domestic and international trade shows, functions and other marketing activities, hosting of business site development teams, and visiting with business executive attending conventions.
2. Review and evaluate effectiveness of domestic and international marketing programs and identify specific ways in which multiple state agencies can utilize and share market intelligence gathered from foreign marketing representatives

and develop marketing tools to better address foreign business. For example, develop and distribute to local and parish tourism and economic development entities market business profiles, international protocol fact sheets or Culturegrams, “how to do business” fact sheets for select international markets, and host business and tourism industries familiarization tours of the state, blending historical, cultural and natural attractions with information on work force development, infrastructure, technology and business incentives.

3. Review small business and job tax credits and other incentive programs and encourage modifications to expand them to increase funding availability and program participation by tourism and outdoor recreation entrepreneurs, such as outdoor recreation outfitters, Louisiana artists and crafters, Louisiana-based restaurants, bed & breakfasts and other business entities.
4. Review and evaluate advertising and promotional programs and campaigns among state agencies targeted to attract increased business development in domestic and international markets, and identify specific ways to synchronize the messages, images and venues to leverage a greater return on investment of state marketing dollars and to “brand” Louisiana as a good place to live, visit and conduct business.
5. Initiate ways in which tourism and economic development can coordinate efforts to improve the state’s infrastructure system while not diminishing the state’s quality of life, including the implementation of context sensitive highway design for Interstates and the four-laning of major highways, increasing the quality and number of direct flights to target markets such as South and Central America, improving the port system as a means to attract increased numbers of cruise lines, and being included as a player in the development of a regional airport.
6. Coordinate and facilitate a CEO VIP Center at conventions meeting in Louisiana to provide a private and relaxing atmosphere for economic development representatives an opportunity to meet one-on-one with visiting business executives.

Program Strategy 2: Employ the Internet to link State economic development, tourism, and agribusiness websites to capitalize on the popularity of Louisiana to attract and retain industry, retirees, and employees to the State

Action Plan:

1. Establish links on agriculture, tourism and economic development Web sites to complement marketing efforts and to reduce duplication of efforts.
2. Establish a Web-based methodology to disseminate information among agencies to foster greater coordination of efforts and more joint initiatives, such as an electronic bulletin board.

3. Develop a means to track the number and experience of Web visitors by such techniques as developing an email registration or survey to be completed by Web visitors gathering or requesting information, with the goal of increasing repeat visitors.

Benefits:

- Maximizes the state's resources by cross marketing among state agencies.
- Fosters better coordination of efforts among the departments of Agriculture, Economic Development and Culture, Recreation and Tourism leveraging state marketing and promotion dollars.
- Expands the role of tourism in other economic development efforts protecting the quality of life aspects enjoyed by the state.
- Incorporates historic preservation, culture, sensitive community development and highway design into economic development initiatives to combat the loss of community identity and becoming "anywhere USA," maintaining and sustaining Louisiana's unique character visitors and businesses seek.
- Assists in merging targeted economic development, retiree inducement and tourism messages in a way as to "brand" the state as a good place to live, visit and conduct business.
- Reduces redundancy of state agencies.
- Incorporates the expanded use of technology in agencies and other entities.
- Provides opportunities to enhance economic development efforts by capitalizing on a thriving tourism and convention business.
- Provides opportunities to enhance tourism and convention industry by capitalizing on economic development activities by other agencies and entities.
- Increases the number of retirees in the state.
- Focuses on cultural amenities and quality of life issues that are important in attracting business firms to locate or expand in Louisiana.
- Increases incomes in Louisiana.

Cost: TBD

Implementing Agencies: Office of Culture, Recreation, & Tourism, in cooperation with Louisiana Economic Development, and the Louisiana Department of Agriculture & Forestry

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in targeted diverse industries
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank (national)
2	2.1	2.1.12: Tourism – employment generated and visitor spending
2	2.1	2.1.13: Number of visitors

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

Action Plan 2004 Recommendation 41:

Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors.

Vision 2020 Goal: Three- A Top 10 State

Vision 2020 Objective:

- 3.6: To protect, rehabilitate, and conserve our coastal ecosystem
- 3.7: To preserve and develop Louisiana's natural and cultural assets

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
3.6.1: Cumulative acres of coastal wetlands loss that will be prevented by projects	(1998)	(2003)		
Constructed	8,985	76,284	44,925	224,625
Authorized	14,975	159,871	74,875	344,425
3.7.1: Preservation & enhancement of the Atchafalaya Basin	(2001)	(2003)		
Acreage protected, restored, improved or opened for public access	10,700	12,100	15,000	95,500
Number of recreational & tourism facilities constructed and opened	1	2	2	12

Strategies:

Program Strategy 1. Develop and implement strategic plans to restore, protect, and make the Atchafalaya Basin accessible, where appropriate to the public.

Action Plan:

1. Coordinate plan developments with appropriate Federal agencies
2. Secure Federal and State approvals for projects.
3. Submit plans, as appropriate, to appropriate legislative committees

Benefits:

- Preserves unique ecosystem
- Maintains important floodway
- Opens area for recreation and tourism opportunities
- Leverages State funds

Cost: Covered by Federal and existing DNR funds.

Funding Source: State and Federal government

Implementing Agency: Department of Natural Resources

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
3	3.7	3.7.2: Amount of State-owned lands for natural resources management
3	3.7	3.7.3: Louisiana species listed as threatened, endangered, rare plants
2	2.1	2.1.13: Number of visitors to Louisiana

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

Action Plan 2004 Recommendation 42:

Increase the availability of bicycle and pedestrian facilities to increase the attractiveness of Louisiana to tourists and enhance quality of life for residents.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.12: Tourism Employment generated Visitor spending (in billions)	(1997) 106,000 \$7.4	(2002) 120,000 \$9.0	124,200 \$9.3	195,400 \$19.2
2.1.13: Number of visitors (in millions) Out-of-state International Louisiana state parks	15.5 (1997) 0.6 (1997) 1.44 (1998)	21.2 (2002) 0.5 (2002) 2.06 (2003)	16.7 0.6 2.05	29.2 1.1 3.2

Strategies

Program Strategy 1: Study the increased use of levee tops and riverfronts for bicycle and pedestrian facilities.

Action Plan:

1. Study increasing the use of levee tops for bicycle and pedestrian facilities (Department of Transportation and Development in cooperation with the Department of Culture, Recreation, and Tourism)

Benefits:

- Enhances the quality-of-life
- Improves the image of the state to residents and visitors
- Improves likelihood of repeat tourism
- Increases physical activity

- Improves bicycle and pedestrian safety (removing some of it from highways)

Cost: \$100,000

Funding Source: State Transportation Trust Fund - Federal

Implementing Agencies: Department of Transportation and Development in cooperation with the Department of Culture, Recreation and Tourism

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in targeted diverse industries
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank (national)

Note: See <http://vision2020.louisiana.gov> for details on benchmarks.

Appendix B

***Action Plan 2004* Status Reports**

Action Plan 2003 Recommendation:

Vest all state agencies and public postsecondary education boards and institutions with responsibility for economic development.

Vision 2020 Goals: Two -- The Culture of Innovation
One – A Learning Enterprise
Three – A Top Ten State

Vision 2020 Objectives:

2.6: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

3.1: To increase personal income and assets of all citizens

Strategy 1: Infuse the concept that economic development is a responsibility of every state agency and postsecondary academic board and institution.	
Action Plan	Status Report
<ol style="list-style-type: none">1. Ask the agencies that have not yet included economic development as a part of their mission statements to do so by January 20042. Ask the postsecondary education boards that have not included economic development as a part of their mission statements to do so by January 20043. Ask the postsecondary education institutions that have not included economic development as a part of their mission statements to do so by January 2004	<p>1. <u>Louisiana Economic Development</u></p> <p>Economic development is the basis for LED's mission: "The mission of Department of Economic Development is to provide excellence in leadership, policy and programs to create a business climate enabling public-private linkages which result in capital investment, a diversified economic base, and quality job opportunities for all Louisiana citizens."</p> <p><u>Department of Revenue</u></p> <p>Economic development is incorporated into the Louisiana Department of Revenue's vision, mission, and philosophy/values. The vision focuses on customer service, which fosters and encourages economic development.</p> <p><u>Department of Transportation & Development</u></p> <p>Economic development has been included in DOTD's mission statement for several years.</p>

1. Ask the agencies that have not yet included economic development as a part of their mission statements to do so by January 2004 (continued)

Board of Regents

Clearly identified in the *Master Plan for Public Postsecondary Education*, the Board of Regents recognizes attainment of statewide goals will require effort by every member of the postsecondary education community---economic and educational systems are mutually dependent, both must be linked to produce a well-educated, competitive workforce that can compete globally in this new century. The Board will continue to emphasize the importance of economic development to each system and every postsecondary education institution

Department of Education

The Mission of the Louisiana Department of Education is to provide leadership that identifies the educational needs of its constituents and provide the services that meet these needs. Human capital development is clearly implicit in this mission and affirms the fundamental relationship between high quality education for its citizens and the economic development of the State of Louisiana.

Under the leadership of the State Superintendent of Education, the Louisiana Department of Education has **one primary goal:**

IMPROVE THE ACHIEVEMENT OF ALL STUDENTS BY IMPROVING TEACHING AND LEARNING IN LOUISIANA SCHOOLS.

Some of the Department of Education's recent efforts in Economic Development:

1. To expand entrepreneurship and school-based enterprises into school curricula, adding after school programs as another context, by providing information and resources through 21st Century Community Learning Centers funding.
2. A total of 11,492 students (including the non-graded students) were involved in school-based enterprise and work-based learning programs, while 4,836 (42%) were involved in school-based enterprise programs.
3. A total of 11,492 students (including the non-graded students) were involved in school-based enterprise and work-based learning programs during the 2002-2003 school year. Of these students, 6,656 (58%) were involved in work-based learning programs while 4,836 (42%) were involved in school-based enterprise programs.
4. In 2002-2003, the total income generated for the work-based and school-based enterprise programs was 12.2 million dollars. The majority of this income (\$11.8M or 97%) was generated through various work-based programs across the State. Some of the most successful work-based learning areas of concentration included the following:
 - ◆ Agriculture Production – Co-op (\$322,543)
 - ◆ Administrative Support – Co-op (\$2,846,379)
 - ◆ Administrative Support – Paid Internship (\$475,114)
 - ◆ Business Administration – Co-op (\$1,116,746)
 - ◆ Allied Health – Co-op (\$55,089)
 - ◆ Culinary Arts – Co-op (\$215,681)
 - ◆ Culinary Arts – paid Internship (\$45,989)
 - ◆ Tourism and Lodging – Paid Internship (\$34,687)
 - ◆ Child Development Services – Co-op (\$166,591)
 - ◆ Information Systems – Paid Internship (\$53,242)
 - ◆ Entrepreneurship – Co-op (\$845,443)
 - ◆ Marketing and Sales Management – Co-op (\$5,088,814)
 - ◆ Marketing and Sales Management – Paid Internship (\$156,912)
 - ◆ Automotive Technology – Paid Internship (\$45,852)

<p>2. Ask every postsecondary education board to include economic development as a part of its mission statement by January 2003</p> <p>3. Ask every postsecondary education institution to include economic development as a part of its mission statement by January 2003</p>	<p>5. In 2002-2003, the total income generated for the school-based enterprise was \$387,554 representing a 78% from the 2001-2002 school year. Some of the most successful school-based enterprise areas of concentration included the following:</p> <ul style="list-style-type: none"> ◆ Agriculture Production (\$15,107) ◆ Horticulture (\$115,136) ◆ Carpentry and Construction (\$11,005) ◆ Administrative Support (\$21,135) ◆ Business Administration (\$15,144) ◆ Entrepreneurship (\$44,368) ◆ Marketing and Sales Management (\$60,869) ◆ Child Development (\$31,289) <p>6. Convene rural school districts to develop action plan to improve rural schools as foundation of economic development in rural parishes.</p> <p>7. Work with the Governor's Office of Community Development, higher education, and the Department of Economic Development to identify assets and needs around technology infrastructure. Bring together local police juries, school boards, and rural legislators to maximize technology investments at the community level.</p> <p>8. Sponsor statewide conference of rural economic development stakeholders to build cohesive plan to improve education and economy in rural parishes. "Next steps" for DOE will be to provide national consultants through the Rural School and Community Trust to follow up with rural school districts.</p> <p>2&3. All public postsecondary institutions have included economic development in a mission statement.</p> <p>Through the Board of Regent's <i>Master Plan for Public Postsecondary Education</i> as identified in Goal III: Enhancement Services to Communities and State, each college and university is "expected to improve the educational, social, and economic conditions of their communities". Each of the four systems (University of Louisiana System, Louisiana State University System, Southern University System, and Louisiana Community and Technical College System) ensures that each of their institutions will comply with all policies and directives of the Board of Regents, including all provisions of the <i>Master Plan</i>.</p> <p>At the January, 2004 Board of Regents meeting, staff announced the addition of the above listed recommendation and requested that all postsecondary institutions review the new recommendation and strategies making institutional revisions where applicable.</p>
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Strategy 2: Charge every state agency and postsecondary academic board and institution with defining their role within economic development.

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Require every state agency and postsecondary board and institution to define in writing their role within economic development by November 2002. 2. Require every state agency and postsecondary board and institution to identify the elements of economic development they will address by November 2002. 3. Require every state agency and postsecondary board and institution to identify interagency/inter-institution collaborative projects to further economic development efforts by November 2002 	<p><u>Louisiana Economic Development</u></p> <p>All activities are focused on economic development.</p> <p><u>Department of Education</u></p> <p>The Louisiana Department of Education, Strategic Plan, FY 2001-2002 through FY 2006-2007, is cross-referenced to stateside planning initiatives including <i>Louisiana: Vision 2020</i>, Louisiana Workforce Commission, and the Children's Cabinet.</p> <p>The <i>Vision 2020</i> program Goal ONE is a learning enterprise in which all Louisiana businesses, institutions and citizens will be actively engaged in the pursuit of knowledge, and in which that knowledge will be deployed to improve the competitiveness of businesses, the efficiency of government institutions, and the quality of life of citizens. (Reference: Louisiana Department of Education, Strategic Plan, FY 2001-2002 through FY 2006-2007, pages 61-63.)</p> <ol style="list-style-type: none"> 1. To expand entrepreneurship and school-based enterprises into school curricula, adding after school programs as another context, by providing information and resources through 21st Century Community Learning Centers funding. 2. A total of 11,492 students (including the non-graded students) were involved in school-based enterprise and work-based learning programs, while 4,836 (42%) were involved in school-based enterprise programs. 3. A total of 11,492 students (including the non-graded students) were involved in school-based enterprise and work-based learning programs during the 2002-2003 school year. Of these students, 6,656 (58%) were involved in work-based learning programs while 4,836 (42%) were involved in school-based enterprise programs. 4. In 2002-2003, the total income generated for the work-based and school-based enterprise programs was 12.2 million dollars. The majority of this income (\$11.8M or 97%) was generated through various work-based programs across the State. Some of the most successful work-based learning areas of concentration included the following: <ul style="list-style-type: none"> ◆ Agriculture Production – Co-op (\$322,543) ◆ Administrative Support – Co-op (\$2,846,379) ◆ Administrative Support – Paid Internship (\$475,114) ◆ Business Administration – Co-op (\$1,116,746) ◆ Allied Health – Co-op (\$55,089) ◆ Culinary Arts – Co-op (\$215,681) ◆ Culinary Arts – paid Internship (\$45,989) ◆ Tourism and Lodging – Paid Internship (\$34,687) ◆ Child Development Services – Co-op (\$166,591) ◆ Information Systems – Paid Internship (\$53,242) ◆ Entrepreneurship – Co-op (\$845,443) ◆ Marketing and Sales Management – Co-op (\$5,088,814) ◆ Marketing and Sales Management – Paid Internship (\$156,912) ◆ Automotive Technology – Paid Internship (\$45,852) 5. In 2002-2003, the total income generated for the school-based enterprise was \$387,554 representing a 78% from the 2001-2002 school year. Some of the most successful school-based enterprise areas of concentration included the following:

- ◆ Agriculture Production (\$15,107)
- ◆ Horticulture (\$115,136)
- ◆ Carpentry and Construction (\$11,005)
- ◆ Administrative Support (\$21,135)
- ◆ Business Administration (\$15,144)
- ◆ Entrepreneurship (\$44,368)
- ◆ Marketing and Sales Management (\$60,869)
- ◆ Child Development (\$31,289)

6. Convene rural school districts to develop action plan to improve rural schools as foundation of economic development in rural parishes.

7. Work with the Governor's Office of Community Development, higher education, and the Department of Economic Development to identify assets and needs around technology infrastructure. Bring together local police juries, school boards, and rural legislators to maximize technology investments at the community level.

8. Sponsor statewide conference of rural economic development stakeholders to build cohesive plan to improve education and economy in rural parishes. "Next steps" for DOE will be to provide national consultants through the Rural School and Community Trust to follow up with rural school districts.

Department of Revenue

Action Plans have been completed by the Department of Revenue.

Department of Transportation & Development

DOTD's mission statement, transportation and water resource programs, and long-range transportation plan all recognize economic growth as a principal goal of the agency.

DOTD's principal focus is on constructing, maintaining, and operating transportation and water resources infrastructure necessary to support the state's economy and provide for economic growth.

DOTD currently works closely with the Department of Economic Development, Department of Culture, Recreation, and Tourism, Department of Public Safety and Corrections, Department of Environmental Quality, department of Natural Resources, etc. in the development of short- and long-range infrastructure plans, the selection of highway projects, analyses of air quality, etc.

Board of Regents

In 2001, the Board of Regents adopted a new *Master Plan for Public Postsecondary Education*, reinforcing Louisiana: Vision 2020's premise that education at every level, in every region, the state must become a highly coordinated and efficient learning enterprise.

Contributions to economic development have, and will continue to be, a priority for postsecondary education. The Board of Regents supports a variety of initiatives that enhance Louisiana's economic development needs including, but not limited to: sponsorship of the International Education as Economic Development Symposium; support for development and implementation of retention and recruitment plans to improve educational attainment levels; implementation of ACT's Educational Planning and Assessment System (EPAS) in elementary and secondary education institutions to promote academic preparedness and career opportunities; support programs for industrial and institutional R&D; Small Business assistance programs; and support for expansion of bandwidth and broadband for all of Louisiana.

	<p>In response to a request from LED, the Board of Regents made available an additional sum of approximately \$300,000 per year to the Industrial Ties Research Subprogram (ITRS) to support economic development. These funds were specifically designed to assist applicants to the Small Business Innovation Research (SBIR) program. SBIR is a highly competitive program at ten federal departments and agencies that encourages small businesses to explore their commercialization, thereby stimulating high-tech innovation.</p> <p>Universities, through the Board of Regents partnership with the National Science Foundation's (NSF) Experimental Program to Stimulate Competitive Research (EPSCoR), established the Center for Biological Modular Microsystems. Nine million dollars of funding from NSF has been matched with \$3 million from the BoR Support Fund and \$1.5 million from participating institutions. The center will build and strengthen partnerships among Louisiana universities, national laboratories, and the private sector, resulting in potentially valuable applications in a wide range of disciplines (from medicine to manufacturing). It is expected that a number of Louisiana based spin-off small businesses will be generated through this project.</p> <p>The Regents adopted postsecondary IT priorities that stress an enterprise philosophy demanding aggregation, collaboration and best practices identification and implementation. Adherence to these priorities will result in more efficient use of technology-related resources. In addition, the Regents have provided training in wireless network deployment and voice over IP to improve the human infrastructure as we continue to improve the technical infrastructure in Louisiana. The training will extend technology-related educational opportunities in to high need/underserved areas.</p> <p>The Supporting Electronic Learning and Essential Campus Transitions (SELECT) grants program allows the Board of Regents to provide campuses the opportunity to create curriculum and faculty development activities that can be used for Technology-based industry related training.</p> <p>The Regents will continue to actively pursue the extension of broadband access into rural communities by collaborating with commercial providers in programs such as LEARNET (I2) which increases bandwidth into targeted rural areas (Central and Northeast Louisiana). Regents are dedicated to providing postsecondary technical resources to assist in extending broadband access to underserved areas of our state.</p> <p>Additional economic collaboration has been established with the Regents leading the development of the Louisiana Optical Network Initiative (LONI). In addition to having one of the nodes of the Lambda-rail being located in Baton Rouge, LONI is an economic development initiative that involves public postsecondary research institutions, LED, the Governor's Office, and Tulane University. The project enhances economic development through the establishment of a high-speed data network, and a statewide grid computing infrastructure. The economic impact of LONI has contributed to an increase in the amount of Federal research dollars Louisiana is eligible to receive and assists in attracting high tech industry and associated technology services.</p> <p>The Regents has worked closely with BESE and the Blue Ribbon Commission on Teacher Quality, which was created by the Governor, to</p>
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	<p>address teacher quality and to increase the number qualified teachers. The Board of Regents has worked with Universities and the Department of Economic Development to help strengthen the technology clusters identified in Vision 2020. The Board of Regents has also been working with the Louisiana Workforce Commission, Dept. of Corrections, Dept of Education, Dept of Labor, Dept of Social Services, Dept of State Civil Service, LCTCS, and the Office of the Governor---establishing a Interagency Collaborative broadened its circle of partnerships to include input from Community and Faith Based Organizations, Business and Industry Partners and LA. Econ Development. The Collaborative was created to discuss ways to more efficiently and effectively address common needs of the state which impact and affect the respective agencies. This group formulated a goal to “create a coordinated system of assessment which addresses both academic and workplace readiness and minimizes duplication.” These partners have worked together to coordinate the WorkReady! Program.</p>
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Implementing Agencies: All agencies and public postsecondary education boards and institutions

Action Plan 2003 Recommendation:

Provide Additional Support for the LSU AgCenter's Louisiana Forest Products Development Center in order to increase development of the value added wood products industry.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1:** To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2:** To significantly increase public and private sector research and development activity

Legislative Strategy 1: Fulfill the Louisiana Forest Products Development Center's (LFPDC) mission and strategies to promote forest-sector industry economic and business potential by providing comprehensive faculty research and outreach capabilities. The needs are \$1.2 million recurring and \$0.2 million non-recurring.	
Legislative Strategy 2: Request \$1.1 million for equipment to enhance product development efforts of the LFPDC to support Louisiana's wood product industry development and competitiveness	
Program Strategy 1: Coordinate LFPDC faculty involvement in developing regional wood products manufacturing cluster networks.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Identify wood products related companies, support companies, and other interests as candidates to support economic expansion. 2. Initiate meetings with Louisiana companies to determine technology, research and outreach needs of these companies that the LFPDC can support. 3. Participate in personal visits and group meetings with wood products companies to determine common needs and interests. 4. Based on Action Plan Items 1-3, specify areas where the LFPDC can: a) provide support for existing companies, b) conduct research and development activities that could lead to new and/or improved products and processes that could be commercialized in Louisiana by existing or startup companies, and c) provide programmatic recommendations to LSU AgCenter administrators and the Louisiana Economic Development's Agriculture, Forestry, & Food Cluster Director by December 2003. 	<p>1-3. Efforts have begun, but much remains to be done. One regional initiative has started in northwestern part of state. A meeting was held, and another is scheduled for late January 2004 to determine next steps for the group. The meeting will include discussions that are intended to lead to completion of Action Plan item 4. A second initiative is beginning in north-central Louisiana. Representatives of the LFPDC will meet in mid February with area wood products companies to begin discussions on how the Center can support the companies. The meeting will be hosted by area legislators.</p> <p>4. Will be completed as the regional groups become established.</p>

Program Strategy 2: Begin development of a Louisiana Wood Products Industry website to provide information on companies and support services for the wood products industry.	
Action Plan	Status Report
<p>2. Coordinate with the LSU AgCenter, Louisiana Economic Development, the Louisiana Forestry Association, the Louisiana Department of Agriculture, the Louisiana Furnishings Industry Association and other appropriate entities to update the LFPDC 1998 Wood Products Industry directory of primary and secondary wood products companies with information including products, species used, raw materials requirements, equipment used, and number of employees.</p> <p>3. Gather information on companies not included in the 1998 directory.</p> <p>4. Information from Actions Items 1 and 2 will be incorporated into an interactive website that will be developed to allow access to information on Louisiana wood products industry companies and will allow companies to easily be added to the database. In addition to the company database, the website will facilitate the commercial exchange of wood products manufactured by Louisiana companies.</p>	<p>1-3. An ad-hoc stakeholder team with representation from government, industry, associations and academia has held a number of meetings. Data have been collected, and the website was launched in January 2004. The website, known as the Louisiana Forest Products Community, can be found at www.laforestproducts.org.</p>

Implementing Agency: LSU AgCenter

Action Plan 2003 Recommendation:

Develop an organizational structure that results in a focused program to enhance business and university resources devoted to growth opportunities in the field of bio-based fuels, power, and products.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1:** To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
2.2: To significantly increase public and private sector research and development activity

Program Strategy 1: Revitalize the Louisiana Biomass Council to include a strong private, public and academic relationship among members as a means of exploring new opportunities for bio-based fuels, power, and other products.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Deliberate the prospects for a new organizational structure to serve as host for renewed private entity, public sector and university renewable energy development efforts as opposed to the more narrow biomass focus. 2. Explore opportunities for bio-diesel research and development and production in Louisiana, including possible feedstocks, existing technologies, technology being developed, demand, regulatory environment, university-based research and development and resources, and existing private sector resources and prepare a report on opportunities and next steps by November 2003. 3. Begin to explore opportunities for power generation using agricultural and/or municipal waste, including feedstocks, existing technologies, technology being developed, demand, regulatory environment, university-based research and development and resources, and existing private sector resources and prepare a report on opportunities and next steps by November 2003. 	<p>1 & 3 The Renewables Council of Louisiana (RCL) was formed in 2003 as a revitalized Louisiana Biomass Council. The group has over 200 members representing industry, academia, and government. The group's website, www.renewla.com website states that "The primary focus of RCL is to promote economic development, environmental improvement, energy conservation and efficiency, and conventional energy demand reduction through statewide planning and coordination of biomass resources and waste utilization in Louisiana."</p> <p>2. Not yet done, as Council has been reorganizing this year.</p>

Implementing Agency: LSU AgCenter, Louisiana Economic Development, and the Louisiana Biomass Council

Action Plan 2003 Recommendation:

Focus and facilitate State and local efforts to maximize the economic opportunities the tourism and convention business presents by establishing a central clearinghouse to identify and coordinate marketing efforts to attract and retain domestic and international industry.

Vision 2020 Goal(s): Two – The Culture of Innovation

Vision 2020 Objective(s):

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Program Strategy 1: Establish a central information clearinghouse to provide an efficient line of communication and create opportunities for joint initiatives, particularly focusing on international market opportunities by November 30, 2003.	
Action Plan	Status Report
<ol style="list-style-type: none">1. Coordinate with State agencies to develop an inventory of international initiatives2. Evaluate effectiveness of international endeavors3. Work with Louisiana Database Commission to establish a methodology of disseminating information on joint initiatives	None of these action items have been accomplished.
Program Strategy 2: Employ the Internet to link State economic development and tourism websites to capitalize on the popularity of Louisiana's tourism and convention business to attract and retain industry, retirees, and employees to the State	
Action Plan	Status Report
<ol style="list-style-type: none">1. Meet with State technology groups to discuss a standard format for presenting economic development and tourism websites to government, business, and the general public2. Coordinate website development efforts between departments to reduce duplication of efforts3. Develop a means to evaluate the experience of web visitors, with the goal of increasing repeat visitors	Websites have not been coordinated; however, the LED website now has a link to Louisianatravel.com

Implementing Agencies: Office of Culture, Recreation, & Tourism, in cooperation with Louisiana Economic Development

Action Plan 2003 Recommendation:

Refine and coordinate strategic and operational planning among universities, community colleges, technical colleges, and middle/high schools to focus on education, training, or qualification for employment in the knowledge-based economy

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:

- 1.10: To build a workforce with the education & skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 1.9: To make workforce education and technical training programs widely available at the secondary and post-secondary levels
- 1.8 To have a competitive, efficient, well-integrated system of post-secondary education whose institutions have economic development as a component of their core missions.

Strategies for Postsecondary Education

Program Strategy 1: Determine the most effective and efficient use of existing resources	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Continue implementation, refinement and promotion of the Master Plan for Postsecondary Education 2. Continue coordination with the Workforce Commission and the state-wide, industry-based certification and credentialing workgroup on developing an inventory of nationally recognized, industry-specific certifications that are particularly important to the current and long term economic growth of our State 	<ul style="list-style-type: none"> 1. As the Master Plan for Postsecondary Education comes into effect in 2005, the Board of Regents, the management systems, and institutions continue to pursue strategies and activities geared toward compliance with the requirements of the plan. 2. Both the Department's Strategic and Operational Plans are cross-referenced to statewide planning initiatives including those of the Louisiana Workforce Commission. Staff continues to identify useful industry-based certifications appropriate for the current and long-term economic growth of Louisiana.

Strategies for Secondary Schools

Program Strategy 1: Continue to implement the coordinated plan for the secondary schools adopted in January 2001	
Action Plan	Status Report
<p>1. Continue to work collaboratively with the Community & Technical College Board to continue the work initiated in 2000</p> <p>2. The Career and Technical Education unit will focus on implementing the Career academies and industry-based certification throughout the State. (This is currently being addressed by the Secondary School Redesign Commission, High School Accountability and the Career Options Law.)</p>	<p>1. With the development of an Interagency Collaborative in 2001, that was convened to discuss the status of assessment in Louisiana, several state agencies, business and industry, as well as community and faith based organizations have formulated a common goal to more effectively address the needs of the state. The Collaborative is working toward a coordinated system of assessment which will address both academic and workplace readiness and minimize duplication. Collaborative members include: Board of Regents, Dept. of Corrections, Dept. of Education, Dept. of Labor, Dept of Social Services, Dept of State Civil Service, LCTCS, and the Workforce Commission-Office of the Governor, Community and Faith Based Organizations, Business and Industry Partners and Louisiana Economic Development.</p> <p>The Industrial Based Certification (IBC) Council, which is staffed by the Workforce Commission, held a ½ day seminars and training programs to discuss the status of IBC's in our state in conjunction with the first Louisiana WorkReady! Conference (held June 9-11, 2003). The WorkReady! program employs ACT's national "WorkKeys" skills assessment, available to Louisiana employers statewide through the Louisiana Workforce Development Commission, to assess and evaluate employee skills. The assessment evaluates employee skills for a given job against a national norm (nearly 10,000 jobs have been profiled in the system). Louisiana offers a Gold Certificate, a Silver Certificate and a Bronze Certificate, each based on scores on the objective assessment. So far some 30 companies and business organizations have signed on to use the program.</p> <p>2. Every summer the Department of Education's Career and Technical Education unit provides a Super Summer Institute to train secondary school teachers in the state adopted areas of Industry Based Certifications and to share best practices in high school career academies.</p>

Program Strategy 2: Continue to implement and expand available job certification programs in the secondary schools	
Action Plan	Status Report
<p>1. Continue to work collaboratively with the Workforce Commission, Board of Regents, and LCTCS to adopt curriculum that is industry recognized and provides a framework for articulated credit</p>	<p>1. Currently, five statewide articulation agreements have been signed and additional agreements are being negotiated. In May 2003, the Board of Elementary and Secondary Education (BESE) and Consortium for Education, Research and Technology (CERT), signed an agreement with endorsement by the Board of Regents that will allow high school students who complete the BESE</p>

Implementing Agencies: Board of Regents, the Louisiana Community and Technical College System, the Louisiana Department of Education, and the Louisiana Workforce Commission

Action Plan 2003 Recommendation:

Provide Pre-Kindergarten-12 teacher funding that is commensurate with the academic goals described herein. Specifically, focus on improving teacher salaries, supporting Accountability, teacher quality, and early childhood education, and ensuring equitable distribution of resources.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:

- 1.2: To improve the reading and math skills of every student by high school graduation
- 1.3: To have a highly qualified teacher in every classroom

Budgetary Strategy 1: Continue to maintain or expand funding for School and District Accountability, Distinguished Educators, teacher quality, enhanced student assessment, remediation, Learning Intensive Networking, Louisiana Educational Accountability Data System (LEADS), Teacher Assistance and Assessment, K-3 Reading and Math, School Leadership Development, and Classroom-Based Technology.

Action Plan	Status Report
<ol style="list-style-type: none"> Continue to provide services to district assistance teams (DATs) and schools in School Improvement. Collaborate more closely with Regional Education Service Center to provide required technical support and assistance for districts and schools in School Improvement. Use the Distinguished Educator program to assist school staff with data analysis, resource allocation, mentoring, and implementation of instructional leadership strategies. Revise and refine the LEAP 21, GEE 21, alternate assessment, and norm-referenced testing to meet continuing accountability needs and new requirements of NCLB. 	<ol style="list-style-type: none"> The School Improvement Plan electronic templates are currently undergoing revisions to align with changes in the state NCLB. These revisions will be a subpart of a comprehensive planning process being outlined by DOE staff. The DAT database has been updated to contain DAT-L for schools in Corrective Actions. Further technological advancements (web-based reporting) are being developed for release in late Spring 2003. Training in facilitating the implementation of the School Improvement Process in schools was provided for Regional Education Service Center staff. Distinguished Educators are currently working in their assigned Level II schools and low-performing high schools. Monthly meetings are held to discuss on-site issues and concerns. The Department developed a plan for augmenting the norm-referenced testing program that received BESE approval. An RFP is being prepared for Spring release. Testing will begin in Spring 2006.

Action Plan	Status Report
<ol style="list-style-type: none"> Continue to fund and conduct LEAP Summer School, GEE 21 Remediation, and LEAP 21 Tutoring Programs. Continue to refine and more effectively utilize the LEADS to provide data concerning the effectiveness of the School and District Accountability program and seamless integration of 	<ol style="list-style-type: none"> The Department continues the remedial programs. The Department has a plan for additional research and evaluation for the various remediation programs. The design has been finalized, and programming and testing are ongoing. The Education Data Warehouse was released to selected in-house and university researchers, and public version testing is in progress.

Implementing Agency: Louisiana Department of Education

Action Plan 2003 Recommendation:

Expand and permanently fund universal pre-kindergarten education programs, especially for at-risk children, to raise levels of language & computational competencies.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:

1.1: To have every child ready to learn by kindergarten

Program Strategy 1: Expand the implementation of high quality pre-school programs targeting high-risk four-year old children throughout the state.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Continue to seek state, federal, and interagency funds in order to provide a 100% universally acceptable accessible four-year old preschool education program within all parishes. 2. Continue the process of designing early childhood education credentials appropriate for emerging federal highly qualified teacher policies. 3. Through on-going discussion concerning the design of the MFP formula, examine possible methods for fully funding Pre-K programs with state funds. 4. Continue the process for alignment of all early childhood education programs including 8(g) Early Childhood, Starting Points Preschool, LA 4, Title I preschool, Even Start, and Head Start Programs. 5. Conduct a major statewide early childhood education summit to promote leadership and professional development among Louisiana educators. 6. Conduct on-going critical evaluations of LA 4 to determine the value educational and fiscal value of the program. 	<ol style="list-style-type: none"> 1. The LDE continues to seek funding from state and federal funding sources to support early childhood education programs. Early childhood programs include the 8(g) Early Childhood Program, Starting Points Pre-School Program, Early Childhood Development Program/LA4, Title I Pre-School, Even Start, and Head Start. LA 4 has experienced tremendous growth since its pilot year. LA4 was initially implemented during the second semester of the 2001-2002 school year in 11 parishes; it served approximately 2,000 students. In 2003-04, the program serves more than 6,000 children in a six-hour program in 22 parishes. 2. The Department has defined highly qualified Prekindergarten teachers based upon the current certification system. 3. These discussions are currently on going. 4. SBESE has adopted <i>the Louisiana Standards for Programs Serving Four-Year-Old Students</i>. The content standards and grade level expectations are mandated for all Prekindergarten programs under the jurisdiction of the Department of Education. The quality program standards are recommended. 5. The last Summit was in the spring of 2003. We did not have a summit in 2004. 6. There is a yearly program evaluation and we are in the first years of a longitudinal study of the students enrolled in the LA 4 Prekindergarten Program. A copy of the 2002-03 evaluation can be found on our web at louisianaschools.net

Action Plan 2003 Recommendation:

Continue ongoing efforts to critically evaluate and improve all dimensions of education funding.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:

1.3: To have a highly qualified teacher in every classroom

Budgetary Strategy 1: Continue the in-depth evaluation of the Minimum Foundation Program to ensure the continued equitable distribution of State Funding to Local Educational Agencies.

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Continue meetings of the School Finance Review Commission to evaluate the formula and other strategic issues related to Louisiana school finance. 2. Continue to include prescribed minimal levels of expenditures for instruction. 3. Explore the possibility of developing a process for actually linking school performance to educational expenditures. 4. Initiate dialogue with gubernatorial candidates and the governor-elect concerning general issues related to education funding, funding of priority education programs, and education funding within the context of overall state fiscal reform. 	<ol style="list-style-type: none"> 1) The School Finance Review Commission issued a report recommending a connection between the MFP and School Accountability which BESE adopted and the Legislature approved in the 2003 Legislative Session for FY2003-04 involving three activities: <ol style="list-style-type: none"> a) a. Each school district (LEA) with a school that has a School Performance Score below the state average AND growth of less than 5 points in the School Performance Score will be included in an MFP Accountability report submitted to the House and Senate Committees on Education by April 1 of each year. Specific information to be included in the report follows: School Data; Accountability Data; Fiscal Data; Student Demographic Data; Teacher Data; and, Staffing Data. b) The MFP now contains a provision for providing additional funding for Accountability Student transfers. Any district that includes in their October 1 membership a student who: a. Transferred from a Corrective Action (CA) II or CA III school in another district; and b. Attended the CA II or CA III school in the immediate preceding year before transferring; and c. Transferred to an academically acceptable school in accordance with BESE Accountability Transfer policy, will receive additional funding equal to the current year MFP state-average local share per pupil for each student for a maximum of 3 years as long as the student is enrolled. c) The MFP, in the calculation and allocation of funds, cannot consider the inclusion of students attending or staff assigned to a CA III school that has not met the required minimum growth and does not have a BESE approved Reconstitution Plan. 2) The MFP continues the required expenditure for certificated personnel pay raises. Fifty percent of a district's increased funds provided in Levels 1 and 2 over the prior year after adjusting for increases in student membership shall be used only to supplement and enhance full-time certificated staff salaries and retirement benefits. 3) The three new components added to the formula for FY2003-04 have provided the first link between school performance and educational expenditures. 4) Conversations have taken place between the Governor, BESE members, and the State Superintendent regarding the future of the Governor's education agenda.

Program Strategy 1: Implement priority planning to ensure the alignment of all state, federal, and local funding to goals and objectives of the School and District Accountability program.

Action Plan	Status Report
<p>1. Develop and implement a school improvement process that places greater priority on the focused, aligned assignment of resources to critical academic achievement areas.</p> <p>2. Design a coordinated data and reporting model that identifies critical fiscal and others factors in student academic achievement under the School and District Accountability program.</p>	<p>1. A school improvement process has been developed and the School Improvement Plan electronic templates are currently undergoing revisions to align with changes in the state NCLB. These revisions will be a subpart of a comprehensive planning process being outlined by DOE staff. The District Assistance Team database has been updated to contain DAT-L for schools in Corrective Actions. Further technological advancements (web-based reporting) are being developed.</p> <p>Training in facilitating the implementation of the School Improvement Process in schools was provided for Regional Education Service Center staff.</p> <p>2. The School Analysis Model has been developed and implemented to be used by districts in collecting and analyzing data in order to identify the causes of strengths and weaknesses within schools. Further refinement of the model is being considered at this time.</p>

Program Strategy 2: Implement a pilot program to attract, retain, and motivate talented Louisiana teachers.

Action Plan	Status Report
<p>1. Initiate a pilot Teacher Advancement Program that allows for multiple career paths, market-driven compensation, performance-based accountability, applied professional growth, and expansion of the supply of high quality teachers</p>	<p>1. The five schools participating in the Teacher Advancement Program are Nelson Elementary School in Calcasieu parish, Crestworth Middle & Cedarcrest / Southmoor Elementary School in East Baton Rouge Parish, and Frederick Douglass Elementary and Hazel Park / Hilda Knoff Elementary School in Jefferson Parish.</p> <p>A competitive hiring process was used to select Master and Mentor teachers at each school who, along with the Administration make up the TAP Leadership Team. The leadership team from each of the 5 schools was trained for a full week in July 2003 on "Preparing For Success in a TAP School" and also on "Preparing To Become a Certified TAP Evaluator". Each leadership team in turn presented a "Start Up of School Workshop" in their own schools in August.</p> <p>Cluster groups of "grade alike" or "subject alike" teachers were set up in each school and began meeting twice a week for 45 minutes to one hour. These continuing meetings are led by master and mentor teachers and focus on instructional strategies for improving student achievement. Master and mentor teachers are following up with classroom support that includes model lessons, observations with feedback, peer coaching, classroom demonstrations of specific strategies, peer observations, etc. Teachers have developed individual growth plans, based on cluster group growth plans, which in turn are based on school goals derived from student data. The school's leadership team is also meeting weekly to monitor progress of cluster groups and discuss areas of instructional concern.</p>

	<p>(continued)</p> <p>The leadership team at each school also introduced the “Instructional Rubric” which will be used next year in evaluating teacher performance as a part of the “performance-based pay” element. Teachers went through the entire rubric focusing on each of the 12 indicators, one at a time in cluster meetings with specific activities to extend teacher understanding of the indicator and see what it would “look like” in a lesson. The leadership team is building “inter-rater reliability” this semester with at least two “practice” evaluations of all teachers in preparation for the 6 that will be required next year. The leadership team is set to participate in the final phase of evaluation training, “Becoming a Certified TAP Evaluator” this coming June.</p> <p>The State TAP Director makes weekly visits to each school. During these visits he monitors the overall implementation state wide by: sitting in on cluster meetings and providing feedback, attending leadership team meetings, participating in inter-rater reliability observations, conferencing with master and mentor teachers, and connecting master and mentor teachers to resources. The director also holds Master Teacher Networking meetings once a month where the master teachers from each school gather together to share common concerns, and innovative instructional strategies to bring back to their schools. The director also sends a “TAP Information & Updates” bulletin to all principals, master& mentor teachers, the state Division Director for Professional Development, the Assistant Superintendent in the Division of Quality Educators and a key central office person in each district twice a month.</p> <p>The Milken Family Foundation is set to conduct a “Program Review” in each of the 5 schools April 26th–30th in order to provide feedback for overall program implementation and suggested improvements for next year.</p>
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Implementing Agency: Department of Education

Action Plan 2003 Recommendation:

Maintain and strengthen the K-12 School and District Accountability Program to create more effective schools that improve student academic achievement.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:

- 1.2: To improve the reading & math skills of every student by high school graduation
- 1.4: To have student completion rates approaching 100 percent for Pre-K – 12 and postsecondary education

Program Strategy 1: Continue to maintain or expand funding for School and District Accountability-specific programs.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Develop and revise training modules for District Assistance Teams. 2. Provide training on Districts Assistance Teams modules through the Regional Service Centers, Department staff, and district personnel. 3. Continue to conduct the School Analysis Model and associated scanning, analysis, and reporting services. 4. Refine coordination between District Assistance Teams and Distinguished Educators. 5. Organize the awarding of School Improvement Funds to schools in Corrective Action. 6. Organize the awarding and distribution of School Awards. 7. Provide updated Accountability Manuals to all schools. 8. Develop and implement the accountability data validation process. 	<p>1-6. These activities are ongoing.</p> <p>7. Completed.</p> <p>8. Accountability data validation process developed and is continually being implemented.</p>

Implementing Agency (Office): Louisiana Department of Education

Action Plan 2003 Recommendation:

Enhance postsecondary education funding for excellence in the classrooms and research leadership and increase postsecondary education faculty salaries to maintain and attract quality faculty, so as to improve the level of academic achievement and workplace skills attainment.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:

- 1.3: To have a highly qualified teacher in every classroom
- 1.8: To have a competitive, efficient, well-integrated system of postsecondary education
- 2.2: To significantly increase public & private research and development activity

Budgetary Strategy 1: Continue to pursue implementation of the Five-year Funding Plan to reach 2003 target for per pupil spending for higher education	
Action Plan	Status Report
<p>1. Continue to implement and promote Master Plan for Postsecondary Education</p> <p>2. Implement Funding Formula for equitable distribution of funds to the institutions of Higher Education</p>	<p>1. As the date of 2005 for full implementation of the Master Plan for Public Postsecondary Education approaches, the Board of Regents, the management systems, and institutions continue to pursue strategies and activities geared toward compliance with the requirements of the plan. Those have included: Targeted new funding allocations to support system and institutional enhancements in the areas of student recruitment and retention; targeted efforts at providing high school information and preparation in anticipation of admissions requirements at four-year postsecondary institutions; targeted efforts at improved articulation; enhanced efforts at improving teacher education and quality; and enhanced financial support and assistance in the continued development of the state's new community and technical college system.</p> <p>2. The Board of Regents continues in its efforts to identify and pursue appropriate financial strategies to provide adequate financial resources for institutions. Those have included: Securing state funding support at rates which have been the highest in the nation over the past several years. According to the <i>Grapevine</i> report on state support of higher education, Louisiana ranked 5th in the nation in percentage increase in state funds appropriated for operating expenses over the five-year period of FY98-99 to FY 03-04; and pursuing regular but reasonable tuition and fee adjustments which have provided increased revenue used for faculty salaries, enhanced student services, and required costs.</p>
Budgetary Strategy 2: Continue to pursue implementation of the Five-year Full Funding Plan (Work toward being in the top quartile in teacher salary within SREB states)	
Action Plan	Status Report
<p>1. Implement and promote the Master Plan for Postsecondary Education</p>	<p>1. The Board of Regents continues to provide assistance and support in implementation and promotion of The Master Plan for Postsecondary Education. The Board of Regents has worked with each management system, postsecondary institution, and each public school district to improve student recruitment and</p>

Implementing Agencies: Board of Regents and Management Boards

Action Plan 2003 Recommendation:

Develop methods and practices for using technology to deliver education in new ways in order to better utilize limited financial resources and better prepare Louisiana's students to thrive and be prepared for employment in today's knowledge economy.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:

- 1.7: To fully integrate information technology resources in schools
- 1.2: To improve the reading and math skills of every student by high school graduation

Program Strategy 1: Implement the 5 year Statewide Educational Technology Plan (2001)	
Action Plan	Status Report
<ol style="list-style-type: none"> Continue to implement the 5 year Educational Technology Plan (http://www.doe.state.la.us/DOE/asps/home.asp?I=LCET) Continue to provide a comprehensive evaluation of the technology initiatives. (http://www.lcet.doe.state.la.us/submit/) Continue to develop and expand curriculum for professional development resources for K-12 educators and students including but not limited to the following: <ol style="list-style-type: none"> Louisiana Virtual School Making Connections Online Database Resources 	<ol style="list-style-type: none"> The Dept. continues to implement the State Educational Technology Plan that was adopted by BESE in 2001. During the past school year, all public school systems submitted a revised district technology plan aligned with the State Educational Technology Plan. All school systems and individual schools within the system submit annual school and district technology surveys and evaluation reports. Data is available online at http://www.lcet.doe.state.la.us/submit/. <ol style="list-style-type: none"> Louisiana Virtual School (http://www.lcet.doe.state.la.us/distance/) The Louisiana Virtual School (LVS) provides Louisiana students with access to high quality courses, particularly those courses that are required to meet specific graduation and/or TOPS requirements and particularly to those students that do not have these courses available in their own schools. The LVS is developed through collaboration between the Louisiana Department of Education and the Louisiana School for Math, Science and the Arts. Through LVS students are afforded the opportunity to take high school credit courses and Advanced Placement courses, delivered online through the internet. Online course are available to students in all public and BESE approved private schools. The school must ensure adequate online access and provide a site facilitator. Making Connections (http://www.lcet.state.la.us/connections) Making Connections is an interactive, searchable, database-driven website that provides K-12 lessons linked specifically to the Louisiana content standards and K-12 Educational Technology Standards. Through this electronic resource center, Louisiana teachers access a "one-stop shopping center for instructional materials that enhance teaching, learning, and technology opportunities in Louisiana's K-12 schools. The Louisiana Content Standards – Mathematics, Language Arts, Science, Social Studies, Foreign Languages, and the Arts – are the heart of the project and provide the context in which all resources are selected, presented, and implemented. The resource center includes model lesson plans, web resources, and sample assessment items. A new feature, the Making Connections Database, is a Louisiana database to organize and link content to

<p>4. Continue to develop and expand web-based applications that support school improvement and accountability efforts, including, but not limited to the following:</p> <p>a. Teach Louisiana</p> <p>b. Louisiana Department of Education Website</p>	<p>4. a. Teach Louisiana (http://teachlouisiana.net)</p> <p>TEACH Louisiana is an online career development network for Louisiana teachers designed to allow educators to use online tools to simplify the search for positions, apply for teaching positions using a statewide common application, acquire information about the certification process, receive support and resources, and identify high-quality professional development opportunities. The common, online statewide teaching application that allows educators to apply for jobs across the state with a single application.</p> <p>b. Louisiana Department of Education Website (http://louisianaschools.net)</p> <p>The Louisiana Department of Education website provides meaningful, accurate, and up-to-date information to the Louisiana educational community and citizenry. The website consists of an amalgamation of static HTML pages and Active Server Pages driven by Microsoft Access and SQL Databases. Hosting is shared between two NT Servers. Key components of the site include: (1) up-to-date resources of statewide educational information available 24/7; (2) resources for departmental initiatives and programs; (3) access to statewide education reports and school accountability data; and, (4) interactive and downloadable surveys, reports, and application forms. The entire site is currently being redesigned. Enhanced functionality will include: an electronic web submission and approval process; new graphics and layout; and, a sophisticated content management system.</p>
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Implementing Agency: Louisiana Department of Education

Action Plan 2003 Recommendation:

Increase the proportion of Louisiana citizens who have access to – and provide incentives to encourage them to seek – education, training, and retraining throughout their work lives, including basic skills and /or technical skills upgrade.

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:

- 1.10: To have a workforce with the education & skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs.
- 1.9: To make workforce education and technical training programs widely available at the secondary and postsecondary levels.

Program Strategy 1: Increase access of Louisiana adults to instruction that prepares them for the GED.	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Inventory programs that provide instruction that prepares Louisiana adults for the GED 2. Continue collaboration between the Workforce Commission, the Department of Education, the Board of Regents (LCTCS), employers, and community organizations to establish multiple, accessible sites for basic skills and technical skills upgrades. 	<ul style="list-style-type: none"> 1. The Department of Education has inventoried all programs funded with adult education funds and posted all sites of instruction on our website. 2. We are in constant collaboration with the above named agencies. Through this collaboration, we have also expanded options for Louisiana's Adults with the WorkKeys assessment as explained below.
Program Strategy 2: Increase access of employed Louisiana adults to publicly funded basic skills and technical skills upgrades.	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Inventory available Incumbent Worker Training Program projects, TANF customized basic/technical skills training, Adult Education workplace literacy and workforce-related family literacy projects, and other publicly funded upgrade training. 2. Continue collaboration between the Workforce Commission, the Department of Labor, the Department of Education, the Board of Regents (LCTCS), employers, and community organizations to establish multiple, accessible sites for basic skills and technical skills upgrades. 	<ul style="list-style-type: none"> 1. The Workforce Commission and partner agencies compiled a <i>On the Same Page: Guide for a Work Ready Workforce, Louisiana 2004</i>, which catalogs statewide upgrade training opportunities. The Commission is exploring contracting with CAEL (Consortium for Adult Experiential Learning) for asset mapping of adult learning opportunities. 2. Working together, agencies have increased the number of publicly-funded upgrade programs for adults. However, employers request more opportunities for basic and technical skills upgrades. Agency partners are working with CAEL to explore other states' practices (career ladders, lifelong learning accounts and other innovations).

Program Strategy 3: Increase access of employed Louisiana adults to affordable child care and transportation to support education/training and employment.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Inventory availability of affordable child care and transportation to support participation of Louisiana adults in basic skills and technical skills upgrades. 2. Develop collaboration between the Workforce Commission, the Department of Social Services, Department of Transportation and Development, the Board of Regents (LCTCS), and community organizations to showcase effective childcare and “brokered” transportation arrangements. 	<p>From August 18, 2003 to April 30, 2004, 50 community and technical college campuses provided training to 5,506 TANF participants. Of that number, 4,646 (84%) received transportation and 1,348 (24%) received child care. The WIA one stop system provides some transportation and child care, paid through WIA or agency partners, such as Community Services Block Grant.</p> <p>2. LCTCS employs four TANF coordinators who share information statewide on exemplary models for child care and transportation. A TANF State Team meets monthly and shares information about learner supports. However, coordinator positions will likely be discontinued because the TANF surplus has been depleted , and remaining funds will target Pre-K.</p>
Program Strategy 4: Implement additional industry-based certifications from the sample list of demand occupations.	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Inventory industry-based certification training programs from the sample list offered to Louisiana adults. 2. Continue collaboration between the Workforce Commission, the Board of Regents (LCTCS), BESE (the Department of Education), and business/industry consortia to establish additional industry-based certification training programs in the sample list. 	<p>1. The Department of Education provides Industry Based Certification training to Secondary School Teachers. The Department of Education provides an opportunity for teachers every summer to become certified to teach industry based courses to students. Students who take the course and pass the industry’s test will receive a nationally recognized certificate. The Department of Education provides at least 25 sessions focusing on Industry Based Certification. In the summer 2003, we trained over 800 teachers, with almost that many on the waiting list. Approximately 1400 are scheduled for training in the summer of 2004.</p> <p>2. Constant collaboration exists among these entities with the purpose of establishing additional industry-based certification training programs. An Inter-agency Industry-Based Certification Council meets annually to determine new IBCs to implement and support based on labor market data. The current list of IBCs is up to 34, plus Entrepreneurship, a foundation of all IBCs.</p>

Implementing Agencies: Louisiana Workforce Commission, Board of Regents, the Louisiana Community & Technical College System, the Louisiana Department of Education, and, where applicable, school systems.

Action Plan 2003 Recommendation:

Develop a plan for gathering reliable data on literacy in Louisiana

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:

1.10: To have a workforce with the education & skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs

Program Strategy 1: Begin a research process for developing a “literacy” benchmark concept that accommodates the applied economic development needs of Louisiana.

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Conduct general research on the concept of literacy in collaboration with the Boggs Literacy Center at Loyola University. 2. Identify the most common conceptions and definitions of literacy. 3. Develop a set of criteria for evaluating the concepts of “literacy” and “literacy levels” against the value of other forms benchmarks such as “educational attainment” which might serve the same economic development purposes. 4. Present the findings to the Economic Development Council for final resolution of how to best and most practically compare “literacy” levels in Louisiana, in the Southern region, and across the nation. 	<ol style="list-style-type: none"> 1. The Lindy Boggs Center has been working with the Department of Education and the National Center for the Study of Adult Literacy and Learning at Harvard University to conduct a series of professional study circles to promote best practices in adult literacy in Louisiana. The model used to deliver this professional development will potentially reach all 900 practitioners in the field of Adult Ed, including full-time and part-time teachers and volunteers at various levels of instruction and support. 2. The US Department of Education has established common definitions for literacy levels for adults that are used nation wide. The Louisiana Department of Education uses these definitions in all programs funded with state and federal Adult Ed funds. 3. The Department of Education is currently collecting data to determine literacy levels according to the federal definitions of educational attainment across the programs. Benchmarks have been set as required in Title II of the Workforce Investment Act. Incentive Grants have been received as a result of Louisiana meeting the benchmarks as set in the state’s plan for adult education. 4. A final report is produced for the Adult Education programs administered by the Department of Education. This report will be submitted to the Economic Development Council. <p>The Department of Education participates in multiple intra-agency initiatives to address transition of low-literacy, high-poverty citizens from education/workforce preparation to entering employment to support a strengthened workforce. The Strategies To Empower People (STEP) Program involves the reorganization of the Department of Social Services to serve TANF clients through collaboration with state agencies, including DOE, DOL, LCTCS, and WFC.</p>

Implementing Agency: Louisiana Department of Education

Action Plan 2003 Recommendation:

Develop a continuous process for streamlining of the permitting process for seismic, drilling, production, and pipeline activities under the direction of the Governor's Office.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies

Program Strategy 1: Process map current processes	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Identify person(s) to lead for seismic, drilling, production, & pipeline processes 2. Have each to list permitting process 3. Map each list 	Some process mapping of drilling / production operations has been initiated by the co-chair of the Energy Policy Task Force, Mr. Bill Fenstermaker. Additional work is required to finalize. Awaiting new LED Energy Cluster Director to lead effort.
Program Strategy 2: Evaluate current efforts to streamline process	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Develop a listing of efforts to streamline process 2. Evaluate efforts 	1 & 2 -- Action items were not accomplished due to the departure of LED's Energy Cluster Director.

Program Strategy 3: Seek common ground from agencies to streamline the process	
Action Plan	
<ol style="list-style-type: none"> 1. Identify agencies and departments involved in permitting 	1-6 -- Action items were not accomplished due to the departure of LED's Energy Cluster Director.
<ol style="list-style-type: none"> 1. Identify agencies and departments involved in permitting 2. Identify a key decision-making individual in each 3. Outline concerns 	1-6 -- Action items were not accomplished due to the departure of LED's Energy Cluster Director.

Implementing Agency: Louisiana Economic Development

Action Plan 2003 Recommendation:

Develop an annual report examining barriers to the development of energy infrastructure with proposals for eliminating the barriers.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Program Strategy 1: Submit a report to the Governor and appropriate agencies by November 2003	
Action Plan	Status Report
<ol style="list-style-type: none">1. Identify a team to work on project2. Identify needed energy infrastructure3. Identify existing barriers for needed energy infrastructure4. Develop proposals for eliminating both state and federal barriers5. Identify cost / benefit proposals for the elimination of the barriers.	Energy Policy Task Force is in place to begin work on examining the barriers. Awaiting new LED Energy Cluster Director to lead effort.

Implementing Agency: Louisiana Economic Development

Action Plan 2003 Recommendation:

Develop a blueprint and funding mechanism for priorities in energy related technology research that is of interest and relevance to Louisiana industries, universities and the state, including but not limited to alternative fuels including the use of biomass, cogeneration, hydrogen-fuel, improved efficiencies, and improved oil and gas production technologies both onshore and offshore.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity

Benchmark(s):

Program Strategy 1: Develop an energy research strategy for the state	
Action Plan	Status Report
<ul style="list-style-type: none"> 5. Develop a cross functional team of industry, academia and government coordinated by LSU Center for Energy Studies (CES) to address the action item 6. Develop list of research needed, including information on the reasons and significance of each 7. Prioritize list 8. Identify and propose funding mechanisms to accomplish the priorities 	<ul style="list-style-type: none"> 1. The cross functional team, the Energy Policy Task Force, is in place to begin work on developing research strategies. Awaiting new LED Energy Cluster Director to lead effort. 2-4. Not yet accomplished.

Implementing Agency: Louisiana Economic Development

Action Plan 2003 Recommendation:

Develop recommendations for legal reforms related to class action litigation and excessive, non-compensatory damages and punitive awards in environmental litigation.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies

Program Strategy 1: Prepare report on needed legal reforms to submit to the Governor by November 2003	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Gather team of stakeholders 2. Identify problems 3. Suggest possible solutions to problems 4. Propose legislation to remedy these problems for the good of the state 	1-4 -- Action items were not accomplished due to the departure of LED's Energy Cluster Director.
Legislative Strategy 1: Submit proposed changes to legislature	
Action Plan	
<ol style="list-style-type: none"> 1. Meet with appropriate legislators to develop support for proposed changes and sponsors for bill(s) 2. Ensure that proper legislation is drafted 	1 & 2 -- Action items were not accomplished due to the departure of LED's Energy Cluster Director.

Implementing Agency: Louisiana Economic Development

Action Plan 2003 Recommendation:

Conduct a study to determine if the state is properly positioned to create and succeed with a globally competitive research, development and commercialization center focused on creating and commercializing new solutions for environmental issues faced by our citizens, industry, rivers, and wetlands.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Program Strategy 1: Study the feasibility of an Environmental Center of Excellence	
Action Plan	Status Report
<ol style="list-style-type: none">1. Put together a small team that includes industry & education interests and LED to oversee the project2. Develop the scope of work, deliverables, and schedule for a study to determine feasibility and, if appropriate, recommend a general plan of action for how to proceed.3. Secure funding for study4. Bid study, if necessary5. Assess results of study and make recommendations regarding next steps	<p>1-5. Not done. Funding was requested from legislature through normal LED budget process. Not funding</p>

Implementing Agency: Louisiana Economic Development, Board of Regents, & the Department of Environmental Quality.

Action Plan 2003 Recommendation:

Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors

Vision 2020 Goal: Three- A Top 10 State

Vision 2020 Objective:

3.6: To protect, rehabilitate, and conserve our coastal ecosystem

3.7: To preserve and develop Louisiana's natural and cultural assets

Program Strategy 1: Develop and implement strategic plans to restore, protect, and make the Atchafalaya Basin accessible, where appropriate, to the public.	
Action Plan	Status Report
<ol style="list-style-type: none">1. Coordinate plan developments with appropriate Federal agencies.2. Secure Federal and State approvals for projects.3. Submit plans, as appropriate, to appropriate legislative committees	<ol style="list-style-type: none">1. Plan developments have been coordinated with the Corps of Engineers on projects, including Buffalo Cove Water Management Unit, Myette Point Boat Landing, Lake End Parkway & Bayou Sorrell Boat Landing.2. Federal and State approvals continue to be received for the above projects.3. Plans for 2004-05 will be presented to Legislators.

Implementing Agency: Department of Natural Resources

Action Plan 2003 Recommendation:

Act immediately to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health in order to preserve the economy, environment and culture of south Louisiana for our selves, our nation, and future generations.

Vision 2020 Goal: Three – A Top 10 State

Vision 2020 Objectives:

3.6: To protect, rehabilitate, and conserve our coastal ecosystem

3.7: To preserve and develop Louisiana's natural and cultural assets

Program Strategy 1: Implement <i>Coast 2050</i> , the State's strategic plan to sustain Louisiana's coastal resources, and provide an integrated multiple use approach to ecosystem management	
Action Plan	Status Report
<ol style="list-style-type: none"> 1. Ensure that existing Breaux Act and State Wetlands and Conservation Trust Fund resources are directed toward <i>Coast 2050</i> strategies 2. Demonstrate Louisiana's legislative and fiscal commitment to address Louisiana's catastrophic coastal wetlands loss and challenge the federal government and the nation to recognize this resource as a national treasure and respond. 3. Work with our Congressional delegation to seek additional federal funding to leverage State dollars to restore Louisiana's coastal wetlands and implement <i>Coast 2050</i>, including passage of the CARA bill 4. Qualify for coastal impact assistance funds through the program established in the Commerce Justice State Appropriations Bill passed in the 2000 Congress 	<ol style="list-style-type: none"> 1. <i>Coast 2050</i> strategies are imbedded in all project planning, selection, and implementation activities; including the development of the Louisiana Coastal Area Feasibility Study. 2. In October 2003 Louisiana voters approved Constitutional Amendments 1, 2, and 3 which are intended to increase the ability of the state to fund and construct coastal projects. The state is also supporting the America's Wetland: Campaign to Save Coastal Louisiana; which is intended to raise the nation's awareness of coastal land loss in the state. 3. The State is working with the Congressional delegation on the passage of the Federal Energy Bill which has provisions that will benefit coastal Louisiana. 4. Based on the model used in 2000, the state is fully prepared to qualify for and subsequently administer any coastal impact assistance funds that are made available.

Implementing Agency: Department of Natural Resources

Action Plan 2003 Recommendation:

Develop an effective multimodal transportation system that will accelerate economic development.

Vision 2020 Goals: Two -- The Culture of Innovation
Three - A Top 10 State

Vision 2020 Objectives:

2.6: To develop and promote Louisiana's transportation infrastructure

Executive Strategy 1: Call a Special Session focused on transportation issues, particularly those that relate to long-term economic growth.	
Action Plan	Status Report
1. The Governor will call a Special Session focused exclusively on transportation issues at some point following the 2003 Regular Session.	1. The Governor did not call a Special Session; however, the issue of transportation investment was a topic in the Gubernatorial campaigns in the fall of 2003. Further, DOTD completed a comprehensive long-range transportation plan focused on economic development.
Executive Strategy 2: Accelerate completion of projects included in the Transportation Infrastructure Model for Economic Development (TIMED).	
Action Plan	Status Report
1. 1. Continue implementing the plan to accelerate completion of the TIMED projects through the issuance of bonds backed by the dedicated four-cent per gallon fuel tax.	1. A plan has been developed to complete all of the road projects by 2010 and the three high-cost bridge projects by 2012. The initial issuance of bonds has been completed at a very favorable interest rate. Implementation of the plan is progressing.
Legislative Strategy 1: Examine options for strengthening transportation system investments to promote economic growth, capitalize on international trade opportunities, and enhance the quality-of-life.	
Action Plan	Status Report
1. Legislative leaders will allow a wide variety of transportation issues to be discussed and debated, and all financing options to be considered.	1. No action was undertaken by the Louisiana Legislature to address transportation investment issues. However, reauthorization of the federal surface transportation bill (covering highways and transit) continues to be the subject of lively debate.

Implementing Agencies: Office of the Governor, State Legislature

Action Plan 2003 Recommendation:

Maintain the commitment for development and operation of the regional wet-lab technology business incubators to support the biomedical, biotechnology, environmental, energy, and food technology clusters in Louisiana.

Vision 2020 Goal: Two – The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Budgetary Strategy 1: Continue effort to create three wet-laboratory incubators in north, middle and south Louisiana

Action Plan	Status Report
The Secretary of the Department of Economic Development, in consultation with the Science and Technology Task Force of the Louisiana Economic Development Council, will seek to advance the recommendations of the wet lab incubator study completed for the Department in December 2001.	The state is moving ahead with construction of three wet labs around the state. The Shreveport wet lab is now under construction, Baton Rouge expects to be under construction by mid summer 2004, and New Orleans is in the demolition phase, in preparation for construction.

Implementing Agency(s): Office of the Governor, Division of Administration, Louisiana Economic Development

Action Plan 2003 Recommendation:

Support efforts within the Legislature to establish a Science & Technology Committee, Subcommittee, or Task Force that will serve as a focal point for technology information, policy development, and technology industry issues.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: Request the appropriate group or individual within the Legislature to review the merits of establishing a technology committee or subcommittee	
Action Plan	Status Report
<ul style="list-style-type: none">1. Prepare a summary brief presenting the case for establishing a new legislative Science & Technology committee or subcommittee of the House & Senate Commerce Committee(s).2. Meet with the Speaker of the House, Senate President, and Chairs of the House and Senate Commerce Committees to discuss the merits of creating such a committee	<ul style="list-style-type: none">1. A summary brief was prepared in the spring and used to inform legislators and others about the reasons it is important to establish a joint legislative Science & Technology committee.2. LED management and representatives of the Governor's Office met with House & Senate leaders to discuss creation of a committee or subcommittee. Various options for creating such a committee were pursued in 2002 and 2003. After the latest version, a joint advisory committee created by legislation, was rejected, a new subcommittee of the existing joint budget committee was proposed. The legislative session ended before the resolution was approved by both houses.

Implementing Agencies: Office of the Governor, Louisiana Economic Development

Action Plan 2003 Recommendation:

Continue to develop and maintain an integrated Technology Resources Database that promotes industry/university partnering and the efficient use of research equipment and provides a comprehensive source of data for planning and marketing.

Vision 2020 Goal: Goal Two: Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: Improve technology to allow data to be entered in one place and used in many ways

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Determine needs, including the framework needed to improve compatibility with other nationally used data bases and sources 2. Identify software 3. Evaluate software for applicability to needs 4. Identify costs 	<p>1-4+. Work on this recommendation has progressed much further than the action items included under this strategy. Under contract with Louisiana Economic Development (LED), the ULL Center for Business and Information Technologies is developing a comprehensive website (Louisiana1st.com) to highlight intellectual property and expertise in Louisiana's universities, products and services offered by Louisiana businesses (Louisiana Commerce), and sites available for businesses. The website includes the Louisiana Commerce, Louisiana Experts, and Louisiana Locate databases, thereby providing information on Louisiana companies, university faculty and staff, and business locations on one website. The Louisiana Commerce section is now available online, with the remainder expected to be launched in late 2004.</p> <p>Next steps include increasing the amount of information in the LouisianaExperts database by encouraging universities that have not yet provided data on their faculty to do so.</p> <p>LED is in the process of developing a marketing plan for the Louisiana1st database.</p>

Implementing Agencies: Board of Regents and the Department of Economic Development

Action Plan 2003 Recommendation:

Create programs that develop early stage capital for startups

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: Support the Louisiana Economic Development Corporation's efforts to implement a technology commercialization program that helps to move technologies from the prototype stage to commercialization.

Action Plan	Status Report
<ul style="list-style-type: none">1. Identify best practices in other states2. Review policies, rules, and legislation to identify barriers3. Outline a program4. Identify and secure funding5. Implement the program	<p>1-5. Not yet done. Attention this year has been placed on the LSU System Research and Technology Foundation and the seed capital fund that is being formed.</p>

Implementing Agencies: Louisiana Economic Development

Action Plan 2003 Recommendation:

Create angel capital networks around the state

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: Develop a mechanism to provide training focused on the logistics of building an angel investor network	
Action Plan	Status Report
<ul style="list-style-type: none">1. Identify best practices in how to organize and maintain angel investor networks2. Identify best practices in informing and training angel investors3. Identify people and financial resources to conduct the training4. Develop a plan to put the resources together to provide the training, in order to begin putting together angel investor networks around the state	Several groups across the state are working on the formation of one or more angel investor networks. Efforts include investigating best practices.

Implementing Agencies: Louisiana Economic Development

Action Plan 2003 Recommendation:

Continue evaluating Louisiana's university technology transfer policies and practices and begin implementing recommendations to improve commercialization outcomes.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: Review study requested by the Louisiana Economic Development Council in *Action Plan 2002* that is now being conducted through Louisiana Economic Development.

Action Plan	Status Report
<ul style="list-style-type: none">1. Determine priority recommendations to pursue in the coming year2. Develop a strategy for implementation of priority recommendations3. Determine recommendations that can be implemented quickly without additional resources4. Begin implementation	<p>1-3. Priorities were discussed in meetings attended by university chancellors Fran Meyer, and LED, and meetings were held with groups from the university systems (LSU, UL, & Southern), In addition, the Louisiana Economic Development Council discussed priorities and next steps. An ad hoc committee continues to develop a strategy for implementation.</p>

Implementing Agencies: Board of Regents and the Louisiana Economic Development

Action Plan 2003 Recommendation:

Support efforts to increase research and development funding for the targeted cluster technologies, particularly the Governor's information technology and biosciences initiatives.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity

Legislative Strategy: Work with the Governor's Office, LED, and legislators to encourage investments in information technology; wet labs; life, food, and environmental sciences; micromanufacturing and nano-technology; energy; and logistics.	
Program Strategy: Identify research areas/fields of interest to cluster companies to suggest areas where colleges and universities could focus future basic and applied research efforts	
Action Plan	Status Report
<ul style="list-style-type: none"> 1. Identify applied research interests from industry focused on industry growth trajectories and growth/future market potential 2. Identify existing research strengths in universities 3. Develop a plan for transferring information on research interests and anticipated future growth paths from industry to the universities 	<ul style="list-style-type: none"> 1. Not yet done. 2. Being done as a part of a project now underway to understand and map key clusters in six of Louisiana's regions (excluding Baton Rouge & New Orleans). 3. Will follow completion of the analysis above.

Implementing Agencies: Louisiana Economic Development, Board of Regents

Action Plan 2003 Recommendation:

Evaluate the State's new fiber optic assets and other emerging information technologies and develop a plan that provides access to affordable, scalable, high-speed connectivity to state and local governments, universities, schools, households and the business community in urban and rural areas.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: Develop a plan and process to evaluate the State's fiber assets and other emerging information technologies with the goal of quantifying the level of effort and cost associated with middle and last mile connectivity throughout the state by June 2004.

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Develop a scope of work for a cost-benefit analysis for converting the Department of Transportation and Development's excess fiber assets into a system to provide high-speed connectivity to public agencies and entities and other limited quasi-private organizations (e.g. non-profits) throughout the state; also include in the analysis other emerging information technologies (i.e., satellite) for comparative purposes. The study should highlight broadband costs and availability throughout the rural areas of the state. 2. Prepare an RFP for the cost-benefit analysis, with input from but not limited to, the Office of Information Technology's Chief Information Officer, the Department of Economic Development's Information Technology Cluster Director and Technology, Innovation, and Modernization Services Director, and the Louisiana Economic Development Council's Science and Technology Task Force chair or his designee and the Louisiana Economic Development Council's Infrastructure Task Force chair or his designee. If the legislature has created a Science and Technology committee or subcommittee, the proposal should also have that body's input. 3. Issue an RFP to solicit proposals from leading private sector experts to conduct this cost-benefit analysis. 4. Select firm to do the analysis, with the proposal review team to include economic development interests including, but not limited to, the Department of Economic Development's Information Technology Cluster Director and Technology, Innovation, and Modernization Services Director and the Louisiana Economic Development Council's Science and Technology Task Force chair or his designee and the Louisiana Economic Development Council's Infrastructure Task Force chair or his designee. 	<p>The specific action items listed here have not been done; however, other steps were taken to gather information that serves as a first step toward determining where broadband is available across the state. Specifically, a study to identify cable Internet and DSL capacity across the state (funded by Louisiana Economic Development, BellSouth, Cox, CenturyTell, and Network Technology Group) was completed. These data, along with additional data that must be collected, can serve as a basis for developing a strategy to increase the availability of broadband throughout the state. This study also highlighted the relatively low "take-rate" in Louisiana. That is, Louisianians access broadband that is available to them at roughly half the national average. This low take-rate suggests that programs that teach citizens and businesses about the advantages</p>
<ol style="list-style-type: none"> 1. Develop a scope of work for a cost-benefit analysis for converting the Department of Transportation and Development's excess fiber assets into a system to provide high-speed connectivity to public agencies and entities and other limited quasi-private organizations (e.g. non-profits) throughout the state; also include in the analysis other emerging information technologies (i.e., satellite) for comparative purposes. The study should highlight broadband 	<p>here have not been done; however, other steps were taken to gather information that serves as a first step toward determining where broadband is available</p>

Budgetary Strategy 3: Develop a plan to facilitate the location of a Tier One Internet Gateway in Louisiana by November 2003

Action Plan	Status Report
1. The Deputy Commissioner of the Division of Administration and the CIO will develop the specific plans and procedures to leverage the state's current and projected Internet bound traffic and other network needs as a lure to engage private sector Internet backbone operators in negotiations to build a Tier One Internet Gateway.	1. Not done.

Implementing Agencies: Office of the Governor, Division of Administration

*Category: Science & Technology
Healthcare in the 21st Century*

Action Plan 2003 Recommendation:

Convene a summit on healthcare to evaluate methods to reduce the rising cost of healthcare through the utilization of information technology solutions.

Vision 2020 Goal: Goal Two -- The Culture of Innovation
Goal Three – A Top Ten State

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.7: To assess, build, and capitalize on Louisiana's information and telecommunications infrastructure
- 3.3: To ensure quality healthcare for every Louisiana citizen

Program Strategy 1: Organize and hold a summit to determine how to begin to address the issues of paperless record keeping, meeting federal requirements, broadband access, telemedicine, and related issues.

Action Plan	Status Report
1. Establish a planning and logistics ad hoc committee to coordinate the summit	No progress was made on this recommendation.
2. Prepare a list of individuals and groups to include invite	
3. Plan an agenda, which will indicate what speakers	
1. Establish a planning and logistics ad hoc committee to coordinate the summit	No progress was made on this recommendation.
2. Prepare a list of individuals and groups to include invite	
3. Plan an agenda, which will indicate what speakers	

Implementing Agencies: Office of the Governor

Action Plan 2003 Recommendation:

Reauthorize the Incumbent Worker Training Program in order to continue to provide training that meets the needs of business, while making the program more accessible to small business, more connected to Louisiana Economic Development and its cluster strategy, and more useful as an incentive to new businesses.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 1.10: To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Legislative Strategy: Urge legislators to vote to reauthorize the Incumbent Worker Training Program with changes to make the program more accessible to small businesses and to streamline the application process.

Status Report: The Incumbent Worker training program was reauthorized by the legislature in the 2003 regular session.

Implementing Agencies: Office of the Governor

Action Plan 2003 Recommendation:

Link state agencies and private sector industry associations to identify, develop, and promote information technology initiatives that more effectively provide small companies access to state workforce training funds.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 1.10: To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Program Strategy 1: Initiate ways to improve small business access to state workforce training funds.

Action Plan	Status Report
<ul style="list-style-type: none">1. Convene a meeting with appropriate state agencies and private sector industry associations2. Create an ad hoc committee to develop a list of solutions, determine the most workable solution(s), and plan for implementation.	Modifications to the Incumbent Worker Training Fund legislation passed in the 2003 Regular Session were intended to improve small business access to IWTP funds. This legislation allows small businesses to qualify for IWTP funds to train less than 15 workers if the employees are enrolled in a course that is currently offered by a valid training organization (e.g. community or technical college or university).

Implementing Agencies: Department of Labor & Louisiana Economic Development

Action Plan 2003 Recommendation:

Analyze the state's entrepreneurship outreach programs for effectiveness and support efforts to increase entrepreneurial activity statewide, particularly those that can be implemented at the community/regional level.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

Program Strategy 1: To increase capacity and capabilities of the Small Business Development Centers (SBDCs).

Action Plan	Status Report
<ul style="list-style-type: none"> 1. Establish mechanisms for professional development programs to enhance the skills and certifications of SBDC staff 2. Explore the structure needed so the SBDC network can better leverage additional funding from public and private sources, including foundations 3. Investigate how to utilize Workforce Investment Act funds for SBDCs, as done in several other states. 	<ul style="list-style-type: none"> 1. The SBDCs received a small increase in funding in the FY 03-04 budget; however, it was not enough to provide the professional development opportunities needed. 3. LED staff investigated the how other states have used WIA funds to support SBDCs.

Program Strategy 2: Investigate best practices for use of Workforce Investment Act funds to develop and implement entrepreneurial education programs

Action Plan	Status Report
<ul style="list-style-type: none"> 1. Identify states that have used WIA funds for entrepreneurship education 2. Determine programs that have been developed or used, how the states were able to use these funds, and how successful they've been 3. Determine legislation (if any) needed to use WIA funds for entrepreneurship education 	<ul style="list-style-type: none"> 1-3. LED staff identified several states that have used WIA funds for entrepreneurial education, best practices, and the ways other states have used these funds. They also determined that there is a barrier to using these funds for entrepreneurial education in that use in this way could impact the amount of these funds available to the state. This investigation will continue, as other states may pave the way for changes in interpretations.

Program Strategy 3: Identify best practices in how to integrate entrepreneurial training throughout education

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Convene a meeting with key education and economic development leaders (LED, DOE, LCTCS, Board of Regents, and other interested parties) to gather input 2. Contact nationally recognized groups with expertise and experience in embedding entrepreneurial education into K-12 curriculum 3. Contact nationally recognized groups with expertise and experience in embedding entrepreneurial education into community and technical college curriculum 4. Form groups of key stakeholders to review the information and develop recommendations 	<p>1 The state has recently inventoried programs in the state that are now providing education & training for entrepreneurs. This information will be used to, among other things, gather input on the entrepreneurial education and training programs in place, who is being trained, etc.</p> <p>2 – 4. Not yet completed.</p>

Implementing Agencies: Louisiana Economic Development

Action Plan 2003 Recommendation:

Encourage job retention, job growth, and economic development by providing a Louisiana tax system, civil justice system, regulatory climate, qualified labor pool, access to business development capital, and management assistance through the clusters that is broad-based, fair and equitable for current business retention and growth of innovative companies.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.9: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

Legislative Strategy 1: Maintain and streamline current business tax incentive programs.	
Action Plan	Status Report
1.Modernize and streamline procedures 2.Conduct annual review to ensure competitiveness	1 & 2. A consultant (Fluor) was hired by LED to assess the competitiveness of Louisiana's incentives relative to 13 other southern states. The report includes information on modernizing and streamlining procedures and provides a detailed comparison of Louisiana's incentives verses those of the other states. The report finalized in the summer 2003.
Legislative Strategy 2: Encourage capital investments by new and existing businesses through the following tax code changes:	
Action Plan	Status Report
1. Phase out corporate franchise tax on long-term debt. 2. Reduce sales tax on energy sources. 3. Reduce sales tax on machinery, equipment, and computer software	1&3. Legislation to phase out the state corporate franchise tax on long-term debt and on manufacturers machinery and equipment was passed in the March 2004 Special Session of the Legislature. 2. Sales taxes on energy sources were not reduced.

Strategy 3: Continue active participation on the national level in the development of an interstate sales and use tax agreement.

Action Plan	Status Report
<ol style="list-style-type: none"> 1. Actively participate in meetings of the Streamlined Sales Tax Project (SSTP) by employees of the Louisiana Department of Revenue and the four Louisiana delegates. 2. Meet with local sales and use tax administrators and local officials to convince them of the desirability of SSTP implementation by the State of Louisiana 3. Educate the public about the SSTP and use tax responsibility 	<ol style="list-style-type: none"> 1. Three Louisiana delegates and other Department of Revenue employees attended SSTP meetings in 2003. Note: the Streamlined Sales Tax Agreement for Implementing States was finalized on November 12, 2002. 2. Meetings were held with local sales and use tax administrators. These meetings assisted in the development and passage of the Uniform Local Sales Tax Code in the 2003 Regular Legislative Session. 3. Educating taxpayers and tax practitioners is an on-going program.

Implementing Agency(s): Louisiana Legislature; Department of Revenue and Taxation; Louisiana Economic Development

Action Plan 2003 Recommendation:

Encourage and support new, innovative community-based models that assist in effectively integrating the delivery of public and private social and health care services in our most at-risk communities.

Vision 2020 Goals: One – A Learning Enterprise
Two -- The Culture of Innovation
Three – A Top Ten State

Vision 2020 Objectives:

- 3.2: To provide opportunities and support to overcome Louisiana's poverty crisis
- 3.1: To increase personal income and assets of all citizens
- 3.3: To ensure quality healthcare for every Louisiana citizen
- 3.4: To improve the quality of life of Louisiana's children

Program Strategy 1: Identify in-state and out-of-state best practices that effectively engage community organizations to team with government to address systemic social, educational, and health care needs in the most at-risk neighborhoods	
Action Plan	Status Report
<ul style="list-style-type: none">1. The Department of Social Services should consult with the Southern Growth Policies Board to identify best practices in the South as well as within the state2. Report to the Council the findings and recommendations	1-2. Not done.

Implementing Agency(s): Department of Social Services

Appendix C

Council Work for the Year

Council Work For The Year

The Louisiana Economic Development Council held five meetings in FY 2003-04 – in August, October, and November of 2003 and January and May of 2004. These meetings are used to develop the recommendations in this action plan and to stay abreast of initiatives from the legislature, Governor's Office, and State agencies focused on implementation of the recommendations and other issues relevant to economic development.

The original *Louisiana: Vision 2020* was approved by the legislature as HCR 165 during the 1999 Regular Session of the legislature. Since that time, four annual action plans have been published (in 2000, 2001, 2002, and 2003). These documents are available electronically at <http://vision2020.louisiana.gov> and www.chooselouisiana.com.

This fifth annual action plan, *Action Plan 2004*, details the steps Louisiana plans to take in the coming year to move the state toward the goals of *Vision 2020*. As in previous annual reports, this document sets forth the Council's recommendations for implementation during the coming year and reports on the successes and shortcomings of last year's recommendations.

In addition to the recommendations presented in this action plan, the Council tracks approximately 100 benchmarks that measure the state's progress toward the five-, 10-, 15-, and 20-year targets. These benchmarks are published on the Web (<http://vision2020.louisiana.gov> and www.chooselouisiana.com), so they can be readily updated and are easily available to the public. Accountability is a vital part of the *Vision 2020* process.

The Economic Development Council accomplishes much of its work through its nine task forces. These task forces examine issues within their areas of responsibility, monitor benchmarks, and propose recommendations and sometimes strategies to the Council. The appropriate implementing agency develops the action plans for each strategy. Over 100 individuals representing industry, State agencies, and organizations served on the task forces this year. The nine task forces include:

- Agribusiness
- Culture, Recreation, & Tourism
- Education/Workforce
- Energy & Basic Industries
- Environment
- Finance & Capital
- Infrastructure
- Science & Technology/Diversification
- Tax, Revenue/, Programs & Incentives

Council Activities and Proceedings -- 2003-2004

The Office of the Governor contracted with the Ann Guissinger to serve as Director of the Council throughout fiscal year 2003-04. She worked with the Council to facilitate meetings and prepare presentations; worked with State agency liaisons regarding data for updating the *Vision 2020* benchmarks; assisted task force chairs, when requested, to provide background information, attend meetings, and formulate strategies to implement recommendations; and prepared this *Action Plan 2004*.

August 19, 2003

Council/Cabinet Advisory Group Meeting

Action Plan 2003, completed later than usual because of the Vision 2020 update efforts, was distributed to the Council. Copies of the recommendations were given to legislators in April -- early in the Regular Session of the Legislature. The August meeting also included an update on the *Choose Louisiana* initiative by LED Director of Communications Sandy Deslatte and a report by CIO Chad McGee. CIO Chad McGee reported to the Council about a recently completed study of the DOTD-owned fiber optic lines that run along many interstate highways around the state. Discussion following the presentation focused on the Council's concern about how to get broadband capacity into the rural areas of the state, where it is needed to allow companies in those areas to compete in today's global economy and to provide jobs for residents of rural areas. The Council agreed that the Science, Technology, and Diversification and Infrastructure task forces would hold a joint meeting to develop an appropriate recommendation(s) for *Action Plan 2004*.

The Council also listened to short presentations by several of the gubernatorial candidates, who had been invited to meet with the Council. Candidate Lt. Gov. Kathleen Blanco, Mike Stagg, Alan Allgood, and Richard Ieyoub spoke to the Council. Gubernatorial candidates were given copies of *Louisiana: Vision 2020, 2003 Update* and *Action Plan 2003*.

October 29, 2003

Council Meeting

This meeting was the first of two meetings focused on recommendations to be included in *Action Plan 2004*. The Agribusiness (by chair Dr. Ken Roberts), Infrastructure (by chair Mayor Bobby Simpson and Eric Kalivoda, DOTD), and Science & Technology (by chair Dennis Lower) task forces presented proposed recommendations, several of which are being continued from *Action Plan 2003*. One recommendation to be repeated is to have created a science and technology legislative subcommittee, which remains a priority for the Council. None of the recommendations presented at this meeting were voted on. All presented, with modifications and additions, were to be submitted for approval at the next meeting. The Council also received an update on the *Choose Louisiana* initiative, and Council members were urged to help find private sector sponsors for billboards and radio spots.

November 19, 2003

Council/Cabinet Advisory Group Meeting

This meeting also focused on recommendations for *Action Plan 2004*. Presentations by the task forces were made. Task force making presentations included Environment (by Chair Katie Chiasson), Education & Workforce (by Ann Guissinger and Mike Wang for Chair Greg O'Brien), Energy and Basic Industries Task Force (by co-chairs Gregg Gothreaux and Bill Fenstermaker), Culture, Recreation, & Tourism (by Ann Guissinger for Chair Beverly Gianna), Tax, Revenue, Programs & Incentives (by co-chairs Donna Carville & Jimmy Lyles) task forces.

Task force presenting at the last meeting also briefly introduced their recommendations, including changes incorporated since the last meeting. Presentations were made by Eric Kalivoda (DOTD) for the Infrastructure Task Force, Dennis Lower for the Science, Technology & Diversification Task Force, and Dr. Ken Roberts for the Agribusiness Task Force. Thirty-nine recommendations were approved for the draft *Action Plan 2004*.

Two additional issues the Council discussed during the meeting include: 1) the need for a marketing and public relations campaign that focuses on Louisiana as a good place to do business; and 2) concerns about the affects of international trade agreements on some of Louisiana's traditional industries. The Council asked the director (writing the plan) to include those issues in the action plan. The Council also received an update on the *Choose Louisiana* initiative from Rusty Jabour and information on how the Association of Louisiana Electric Cooperatives is implementing the initiative from Billy Gibson.

January 28, 2004

Council Meeting

The January Council meeting began with newly elected Governor and Council Chair Kathleen Blanco addressing the Council. Governor Blanco welcomed Council members and other attendees and spoke of the importance of economic development and *Louisiana: Vision 2020* for her administration.

The meeting also included a presentation on the study of broadband capacity (DSL & cable) in Louisiana from David Matusoff with the Technology Policy Group (TPG). David Matusoff presented the findings of his report, *Louisiana Broadband Assessment, Louisiana's readiness for the Digital Economy*. He discussed the facts that Louisiana has more cable and DSL capacity in place in rural areas than many states, but still many areas with no access to broadband. He also discussed the fact that the percentage of people in Louisiana who have access to broadband and actually subscribe to broadband (the "take rate") is roughly half the national average. He suggested that the next steps should include surveying households and businesses and determining where wireless services are now available. He urged the state to take bold action to increase the number of individuals and businesses using broadband that is available and to work to ensure that broadband is accessible throughout the state. Dennis Lower acknowledged the assistance of Baton Rouge Technology Council and its Director Mary Bergeron for managing the project and thanked

CenturyTel, Cox Communications, BellSouth, and NTG for helping finance the study along with Louisiana Economic Development.

The remainder of the meeting focused on recommendations for *Action Plan 2004*. Several changes were made to the draft, from wording changes to dividing one category of the recommendations into two. The group added a “Marketing” category, referring to marketing of the state both within and outside of Louisiana, and changed the marketing paragraph used as an introduction to the recommendations into a full recommendation. The Council also added two recommendations at the request of Governor Blanco’s staff. These recommendations were in line discussions in which the Council had engaged over the past two years.

May 11, 2004

Council/Cabinet Advisory Group Meeting

This meeting was the first Cabinet Advisory Group meeting for new cabinet secretaries. The meeting began with introductions and a brief discussion of the purpose of the Council and the role of the Cabinet Advisory Group. Council Vice Chair Dennis Lower announced that the August Council/CAG meeting is being changed to August 5th (from August 19th) in order to hold a joint meeting with the Louisiana Workforce Commission.

This meeting included a presentation on the Statewide Transportation Plan by Eric Kalivoda with DOTD. The meeting focused primarily on economic development-related legislation proposed in the current session. Council members and staff discussed specific bills of significance to the state, and urged their colleagues to contact their legislators about bills they believe important for the state.

Appendix D

**About the
Louisiana Economic Development Council**

About the Louisiana Economic Development Council

The Louisiana Economic Development Council (LAEDC) was created by the Legislature in the First Extraordinary Session of 1996 (Act No. 20, H.B. No. 26). Although originally a part of the Department of Economic Development, since 2001 the Council has been under the Office of the Governor. The Legislature made this change to emphasize that economic development is the responsibility of all state agencies, and all are responsible for various aspects of the *Louisiana: Vision 2020* strategic plan.

Governor Kathleen Babineaux Blanco is the chair of the Council. Dennis Lower, Vice President for Planning and Development of the Biomedical Research Foundation of Northwest Louisiana and Director of the InterTech Science Park, serves as the Vice Chair. The Secretary of Economic Development serves on the Council, along with 17 other members representing business (manufacturing, mining, construction, banking, venture capital, and tourism), economic development (with representatives from the five largest urban areas and a rural area), and education.

This Action Plan is the Council's fifth annual plan for implementation and to show accountability. It sets out the Council's recommendations for action in the coming year – actions that will move the state ahead toward the *Vision 2020* goals – and provides an accounting of the progress made toward the recommendations included in the previous action plan.

The Council's approximately 100 benchmarks for measuring progress toward our goals appear on the Web (<http://vision2020.louisiana.gov>).

The LAEDC uses task forces to handle much of the detail work of the Council, including benchmarks and recommendations. The Council's nine task forces include:

- Agribusiness
- Culture, Recreation & Tourism
- Education/Workforce Development
- Energy & Basic Industries
- Environment
- Finance & Capital
- Infrastructure & Transportation
- Programs, Incentives, Tax & Revenue
- Science, Technology & Diversification

These task forces are chaired by a Council member or his or her designee. Task force members are drawn from around the state and include business, education, and government representatives with expertise in the fields covered by the task force.

The Council uses its task forces to:

- 1) Develop and update benchmarks to monitor progress toward *Vision 2020* goals; and

- 2) Develop recommendations that are presented to the Council as suggestions for inclusion in the Council's annual action plan to the Governor and the Legislature. Together, these recommendations make up the short-term policy and practice agenda for the upcoming year.

A list of task force members is included at the end of this section.

Council members are listed below.

LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

Governor Kathleen Babineaux Blanco

Chair, Louisiana Economic Development Council

Dennis Lower

Vice Chair, Louisiana Economic Development Council

Professional/Service Community

Vice President for Planning and Development

Director, Intertech Science Park

Northwest Louisiana Biomedical Research Foundation

Shreveport

Arlena Acree

Urban Economic Development Professional

Director of Economic Development

Office of the Mayor, City of Shreveport

Donna Carville, Public Affairs

Manufacturing

Dow Louisiana Public Policy/Public Affairs Leader

Dow Chemical Company, Plaquemine

Robert W. Chamberlin

Banking

Senior Vice President, International Department

Whitney Bank, New Orleans

Henry Charlot, Jr.

Venture Capital

New Orleans

Katie S. Chiasson

Rural Economic Development Professional

Director, Business and Economic Development, Cleco Power LLC

Crowley

Zazell Dudley

Economically Disadvantaged Business

Dudley Enterprises, Shreveport

William H. Fenstermaker

Mining

President/CEO, C. H. Fenstermaker & Associates, Inc.
Lafayette

Adam Knapp

Governor's Designee

Governor's Economic Development Policy Advisor
Office of the Governor, Baton Rouge

Beverly Gianna, Director

Tourism

Vice President of Communications & Public Relations
Convention and Visitor's Bureau, New Orleans
Chair, Culture, Recreation, Tourism Task Force

Gregg Gothreaux, President and CEO

Urban Economic Development Professional

Lafayette Economic Development Authority, Lafayette
Co-Chair, Energy & Basic Industries Task Force

Don Hutchinson

Secretary

Louisiana Economic Development
Baton Rouge

Victor Lafont,

Urban Economic Development Professional

Executive Director
South Louisiana Economic Development Council
Thibodaux

Lloyd "Jimmy" Lyles

President and CEO

Urban Economic Development Professional
Greater Baton Rouge Chamber of Commerce
Baton Rouge

Ken Roberts, Ph.D.

Agricultural Community

Associate Vice Chancellor & Associate Director
LSU Agricultural Center, Baton Rouge

John R. Schween, President

Construction

Breck Construction, Monroe

Mayor Bobby Simpson

Local Government

Mayor-President, Baton Rouge

Cabinet Advisory Group

The Act that created the Council also created the Cabinet Advisory Group. As outlined in the Act, the Cabinet Advisory Group advises, coordinates with, and provides research, informational, and staff support to the Council. The Advisory Group meets quarterly with the Council to exchange information and facilitate implementation of *Vision 2020* and the annual action plans.

Cabinet Advisory Group members include: Don Hutchinson, Secretary, Department of Economic Development; Kam V. Movassaghi; Secretary, Department of Transportation and Development; Dawn Watson, Secretary, Department of Labor; Jack Caldwell, Secretary, Department of Natural Resources; Hall Bohlinger, Secretary, Department of Environmental Quality; Gwen Hamilton, Secretary, Department of Social Services; Cecil Picard, Superintendent of Education, Jason Stagg, designee, Department of the Treasury; Mark Drennen, Commissioner, Division of Administration; Bob Odom, Commissioner, Department of Agriculture and Forestry; E. Joseph Savoie, Commissioner of Higher Education; Cynthia Bridges, Secretary, Department of Revenue; Phillip Jones, Secretary, Department of Culture, Recreation, & Tourism; Chris Weaver, Director, Workforce Commission; David Hood, Secretary, Department of Health & Hospitals; Walter Bumphus, President, Louisiana Community & Technical College System; Suzy Sonnier, Director, Children's Cabinet; Richard Stalder, Secretary, Department of Public Safety & Corrections; and James Jenkins, Jr., Secretary, Department of Wildlife & Fisheries.

State Agency Representatives to the Council

State agency representatives were named as staff support to assist the Council in developing *Louisiana Vision 2020*. They are: Adam Knapp, Office of the Governor; Leonard Kleinpeter, Lieutenant Governor's Office; Angele Davis, Division of Administration; Jason Stagg, Department of the Treasury; Eric Kalivoda, Department of Transportation; Alesia Wilkins, Department of Labor; Katherine Vaughan and T. Michael French, Department of Natural Resources; Dr. Charles Killebrew, Department of Environmental Quality; Dr. Bill Miller, Department of Education; Heather Devall, Board of Regents; Frank Millican, Department of Agriculture & Forestry; Jackie Gonzaque, Department of Social Services; Bob Johannessen and Charles Castille, Department of Health & Hospitals; Robert Mehrrens, Commission on Law Enforcement; Suzy Sonnier, Children's Cabinet; and Marianne Burke, Department of Wildlife & Fisheries.

Louisiana Economic Development Council Office

The Louisiana Economic Development Council (LAEDC) is housed in the Office of the Governor, P. O. Box 94004, Baton Rouge, LA 70804. Ann Guissinger serves as Director of the Council under contract with the Office of the Governor. The Council office phone number is (225) 342-7015 and the fax number is (225) 342-7099. The LAEDC webpage and the *Louisiana: Vision 2020, 2003 Update* and the Council's annual action plans are found at <http://vision2020.louisiana.gov>.

Task Forces

Louisiana Economic Development Council

Agribusiness Task Force

Chair: Ken Roberts

Dennis Aucoin, Owner, Slaughter Logging, Clinton

Greg Benhard, President, Louisiana Premium Seafood, Palmetto

Holley Burford, Dairy Farmer, Gloster

Rouse Caffey, Ph.D., Chancellor Emeritus, LSU AgCenter, Baton Rouge

Sammye Crawford, Baton Rouge

Robert Crosby, Crosby Land & Resources, Mandeville

Sandy Dooley, Specialist, LSU Cooperative Extension Service, Baton Rouge

Ted Gibson, Senior Vice President, Regions Bank, Monroe

David Graugnard, Manager, Certis USA, New Iberia

Michael Hensgens, Vice President & Business Manager, G&H Seed Co. Crowley

Diane Hoffpauer, The Wright Group, Crowley

David Lamothe, Preventive Maintenance, New Iberia

Kyle McCann, Associate Commodity Director, Louisiana Farm Bureau Federation, Baton Rouge

Frank Millican, Director of Agribusiness, Louisiana Dept. of Agriculture & Forestry, Baton Rouge

Harvey Reed, President, Reed's Agricultural Services, New Orleans

Ken Roberts, Ph.D., Associate Vice Chancellor & Associate Director, LSU AgCenter, Baton Rouge

Kelsey Short, Director, Agriculture, Forestry & Food Technology Cluster, Louisiana Economic Development

Mike Voisin, CEO, Motivati Seafood, Houma

Bobby Yarborough, CEO, Manda Fine Meats, Baton Rouge

Culture, Recreation, & Tourism Task Force

Chair: Beverly Gianna

Angela Falgoust, President, Louisiana Association of Convention & Visitor Bureaus & Executive Director, Ascension Parish Tourist Commission, Sorrento

Beverly Gianna, Vice President Public Affairs, New Orleans Metropolitan Convention and Visitors Bureau, New Orleans

Matthew Jones, Undersecretary, Louisiana Department of Culture, Recreation, & Tourism, Baton Rouge

Judy Jurisich, President, Bernard and Jurisich, New Orleans

Dan Mobley, Executive Director, Louisiana Travel Promotion Association, Baton Rouge

Education/Workforce Task Force

Al Barron, Director of Career Services, Southern University, Baton Rouge

Nancy Beben, Mathematics Program Coordinator, Louisiana Department of Education, Baton Rouge

Andrea Benjamin, Executive Director of Continuing Education, Baton Rouge Community College, Baton Rouge

P. Edward Cancienne, Superintendent, St. James Parish School System, Lusher

Robert J. Clouatre, Superintendent of Schools, Ascension Parish, Donaldsonville

Heather Devall, State EPAS Coordinator, Higher Education Planning Specialist, Board of Regents, Baton Rouge

Barbara Freiberg, BESE Staff, Baton Rouge

Donna Nola-Ganey, Assistant Superintendent, Office of School and Community Support, Louisiana Department of Education, Baton Rouge

Meredyth Hudson, Regional Director, The New Teacher Project, New Orleans, LA

Keith Johnson, BESE Board Member, New Orleans

Jimmy Lyles, President & CEO, Greater Baton Rouge Chamber of Commerce, Baton Rouge

William J. Miller, Ed.D., Executive Office of the Superintendent, Louisiana Department of Education, Baton Rouge

Mike Mitternight, President, Factory Service Agency Inc., LABI Education Council, Metairie

Margaret Montgomery-Richard, Sr. Vice President for Academic and Student Affairs, Louisiana Community & Technical College System, Baton Rouge

Bernadette Morris, Section Supervisor, Louisiana Department of Education, Baton Rouge

Phyllis Mouton, Vice Chancellor, Workforce, Corporate and Continuing Education, Interim Executive Director of the BRCC Foundation, Baton Rouge Community College, Baton Rouge

Weegie Peabody, Executive Director, Board of Elementary and Secondary Education, Baton Rouge

Donna H. Seale, Institutional Advancement Officer, River Parishes Community College, Sorrento

Michael Wang, Governor's Education Policy Advisor, Office of the Governor, Baton Rouge

Dawn Watson, Secretary, Louisiana Department of Labor, Baton Rouge

Chris Weaver, Director, Louisiana Workforce Commission, Baton Rouge

Donald J. Whittinghill, Editorial/Research Consultant, Louisiana School Boards Association, Baton Rouge

Energy & Basic Industries Task Force

Co-Chair: W.F. Fenstermaker

Co-Chair: Gregg Gothreaux

Sumanta Acharya, Mechanical Engineering Department, LSU, Baton Rouge

Don Allison, KPMG, Baton Rouge

Philip Asprodites, Kean Miller, Baton Rouge

Dan Borne, Louisiana Chemical Association, Baton Rouge

David Boulet, Oil, Gas, & Energy Technologies Cluster Director, Louisiana Economic Development, Baton Rouge

Don Briggs, Louisiana Independent Oil & Gas Association, Baton Rouge

Donna Carville, Dow Louisiana Public Policy/Public Affairs Leader, The Dow Chemical Company, Plaquemine

Jeff Copeskey, Louisiana Mid-Continent Oil and Gas Association (LAMOGA), Baton Rouge

Charles Cusimano, ESSO, Metairie

Rutledge Deas, South Oak Production Company, Lafayette

David Dismukes, LSU Center for Energy Studies, Baton Rouge

David Eppler, President & CEO, CLECO Power, LLC, Alexandria

Marc Ehrhardt, The Ehrhardt Group, New Orleans

Chip Estes, Williams Company, Jackson, Mississippi

Bill Fenstermaker, Fenstermaker & Associates, Lafayette

Jimmy Field, Louisiana Public Service Commission, Baton Rouge

Mike French, Louisiana Department of Natural Resources, Baton Rouge

Gregg Gothreaux, Lafayette Economic Development Authority, Lafayette

C. Paul Hilliard, Badger Oil Corporation, Lafayette

Katherine King, Kean Miller, Baton Rouge

John Laborde, Tidewater, Inc. (retired), New Orleans

David Lamothe, Preventive Maintenance Services, Inc., New Iberia

Keith Long, Enhanced Exploration, LLC, Mandeville

Jim Marchand, Governor's Natural Resources Policy Advisor, Office of the Governor, Baton Rouge

Phillip R. May, Entergy, New Orleans

Elizabeth Podlaha, Department of Chemical Engineering, LSU, Baton Rouge

B. Jim Porter, Louisiana Mid-Continent Oil & Gas Association, Baton Rouge

Robert Schneider, University of Louisiana -- Lafayette, Lafayette

Bill Simon, University of Louisiana -- Lafayette, Lafayette

Newman Trowbridge, Attorney, Lafayette

Katherine Vaughan, Deputy Secretary, Louisiana Department of Natural Resources, Baton Rouge

Ernest Walker, College of Engineering, Southern University, Baton Rouge

Ting Wang, UNO, New Orleans

James Wharton, Chemistry Department, LSU, Baton Rouge

Environment Task Force

Chair: Katie S. Chiasson

Dale Aydell, Technology, Innovation & Modernization, Louisiana Department of Economic Development, Baton Rouge

Katie S. Chiasson, Director, Business & Economic Development, CLECO Power, LLC, Crowley

Lucila Cobb, Business Development Manager, Arcadis G & M, Baton Rouge

Mark Davis, Director, Coalition to Restore Coastal Louisiana, Baton Rouge

Henry Graham, Louisiana Chemical Association, Baton Rouge

Dr. Jimmy Guidry, State Health Officer and DHH Medical Director, Louisiana Department of Health and Hospitals, Baton Rouge

Roy Holleman, Executive Director, Enterprise Center of Louisiana, Carencro

Dr. Charles Killebrew, Ph.D., Assistant to the Secretary, Louisiana Department of Environmental Quality, Baton Rouge

Edie Michel, Coordinator, St. James Economic Development Department, Grammercy

Margaret Reams, Ph.D, Founding Director, LSU InterCollege Environmental Cooperative, Louisiana State University, Baton Rouge

Rebecca Shirley, Executive Vice-President, Greater Abbeville-Vermilion Chamber of Commerce, Abbeville

Mike Taylor, Director, Petrochemical/Environmental Technology Cluster Development, Louisiana Economic Development, Baton Rouge

Katherine Vaughan, Deputy Secretary, Department of Natural Resources, Baton Rouge

Science & Technology/Diversification Task Force

Chair: Dennis Lower

Vice-Chair: Vic Lafont

Zazell Dudley, Dudley Enterprises, Shreveport

Stan Fulcher, LA Department of Economic Development, Baton Rouge

Carla Fishman, Executive Director, Research, Administration & Technology Development, Tulane University, New Orleans

Sylvia Goldman, Director-Technology, Innovation & Modernization Services, Louisiana Department of Economic Development, Baton Rouge

David M. Goodwyn, President, Association of Louisiana Technology Companies (ALT-C), Baton Rouge

Ann Guissinger, Director, Louisiana Economic Development Council, Baton Rouge

Paul Hale, Director of Technology Transfer Center, Louisiana Tech University, Shreveport

James Hardy, Director of Technology Development, LSU Health Sciences Center, New Orleans

Jim Hendricks, Director, Economic Development, Entergy, Baton Rouge

Dennis Herringshaw, Director, Office of Technology Transfer, University of New Orleans, New Orleans

Paula Jacobi, Assistant Director, Intellectual Property, LSU Agricultural Center, Baton Rouge

Anne Jarrett, Director of Sponsored Projects-Grants, Contracts and Intellectual Property, Pennington Biomedical Research Center, Baton Rouge

Tommy Kurtz, Director of National Marketing & Business Development, MetroVision, New Orleans

Victor Lafont, South Louisiana Economic Development Council, Thibodaux

Dennis Lower, Vice President for Planning & Development and Director, Intertech Science Park, Biomedical Research Foundation of Northwest Louisiana, Shreveport

Jim Malsch, President, Enterprise Computing Services, LLC, Shreveport

Steven E. Moye, Director, Biotechnology/Biomedical Cluster Development, Louisiana Economic Development, Baton Rouge

Lynn Ourso, Louisiana Economic Development, Baton Rouge

Todd Pourciau, Assitant Vice Chancellor, Office of Research & Graduate Studies, Louisiana State University, Baton Rouge

Linda Prudhomme, Port of South Louisiana, LaPlace

Anthony Scheffler, Dean-Graduate Studies, Research and Information Systems, Northwestern State University, Natchitoches

Mildred Smalley, Vice Chancellor for Research, Southern University, Baton Rouge

Skip Smart, Assistant Secretary, Office of Business Development, Louisiana Economic Development, Baton Rouge

Keith Thibodeaux, Manager of Technology, Lafayette Economic Development Authority, Lafayette

Randy Webb, President, Northwestern State University, Natchitoches

Elizabeth Williams, Executive Director, University of New Orleans Foundation, New Orleans

Michael Williams, Director of Business Resource Services, Louisiana Economic Development Corporation, Baton Rouge

Tax & Revenue/Programs & Incentives

Co-Chair: Donna Carville

Co-Chair: Jimmy Lyles

Don Allison, KPMG, Baton Rouge

Claire Babineaux-Fontenot, Adams & Reese, Baton Rouge

Greg Bowzer, Louisiana Chemical Association, Baton Rouge

Katie Chaisson, CLECO, Crowley

Jeff Copeskey, Louisiana Mid-Continent Oil and Gas Association, Baton Rouge

Chris Dicharry, Kean Miller, Baton Rouge

Gregg Gothreaux, Lafayette Economic Development Authority, Lafayette

Jim Hendricks, Entergy, Economic Development, Baton Rouge

Ty Keller, Public Affairs Research Council, Baton Rouge

Tommy Kurtz, MetroVision Economic Development Partnership, New Orleans

John LeBlanc, Louisiana Association of Business & Industry, Baton Rouge

Jimmy Lyles, Chamber of Greater Baton Rouge

Mike Michot, Louisiana State Senator, Lafayette

Don Pierson, Greater Bossier Economic Development Foundation, Bossier City

Elton Pody, Central Louisiana Chamber of Commerce, Alexandria

Bill Potter, Postlethwaite & Netterville, Baton Rouge

Dr. Jim Richardson, Department of Public Administration, LSU, Baton Rouge

Ellen Rhorer, Louisiana Dept. of Revenue, Baton Rouge

Jack Walker, MetroVision Economic Development Partnership, New Orleans